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I. Organizational matters

1. The second regular session 2018 of the Executive Board of UNDP, UNFPA and UNOPS was held at United Nations Headquarters in New York in from 4 to 7 September 2018.

2. The Executive Board approved the agenda and workplan for its second regular session 2018 (DP/2018/L.3), and approved the report of the annual session 2018 (DP/2018/17). The Board approved the draft annual workplan for 2019 (DP/2018/CRP.2) and approved the tentative workplan for the first regular session 2019.

3. Decisions adopted by the Executive Board at the second regular session 2018 appeared in document DP/2019/2.

4. The Executive Board agreed in decision 2018/23 to the following schedule for future sessions of the Executive Board in 2019:

First regular session:	21 to 25 January 2019
Annual session:	3 to 7 June 2019
Second regular session:	3 to 6 September 2019

UNDP segment

Statement by the Administrator

5. In his address to the Board (available on the Executive Board website), the Administrator of UNDP stated that the United Nations development system and UNDP were at a critical juncture of deep reform. The Strategic Plan, 2018-2021, had set the momentum for the transformation of UNDP into the most forward-looking, widely networked development organization that delivered twenty-first century solutions to complex development challenges. UNDP had begun to evolve from a classic development agency into a cutting-edge provider of development advice able to connect countries to global knowledge resources and networks.

6. UNDP was applying its six signature solutions at country level, and by 2021 would set up country platforms in some 50 countries. It had redesigned its expertise into the Global Policy Network and a cadre of Sustainable Development Goals experts. The new UNDP Innovation Facility had invested in some 140 ground-breaking experiments across 85 countries since 2014, and it had launched its Country Investment Facility in March 2018. In September 2018, UNDP launched Sustainable Development Goals Impact, a start-up aimed at increasing private investment to achieve the Goals. And through Project Catalyst, UNDP was working with a small team of experts dedicated to generating insights into development trends and solutions. In 2018, UNDP had reached collaboration and partnership agreements with other United Nations organizations, while remaining committed to promoting South-South cooperation, including its hosting of the United Nations Office for South-South Cooperation.

7. UNDP had taken significant steps to improve its business model and had become more effective, efficient and results-oriented. Progress was visible in its prudent financial management, review of management services, a people-centred human resources approach, improvement and expansion of shared business and procurement services, fifty-fifty gender parity at the Assistant Secretary-General level, and prioritization of zero tolerance on sexual harassment and sexual exploitation and abuse. The Administrator underscored that while regular (core) resources had seen an increase for the first time since 2013, a number of donors had signalled uncertainty about future contributions in light of reform requirements. He appealed to Board members to urgently address the dangerous imbalance between core and other (non-core) resources, while underlining the need for greater predictability and flexibility. He noted that UNDP had linked its integrated results and resources framework to its portfolio of programmes

8. Since the adoption of General Assembly resolution 72/279 of 31 May 2018 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, UNDP had deployed significant resources to support the Secretary-General's transition team, and had set up a full-time team to facilitate the transfer of

129 resident coordinator positions and hundreds of resident coordinator offices staff and Development Operations Coordination Office staff to future contractual arrangements. UNDP would double its contribution to the UNSDG cost-sharing mechanism and continue to provide operational support on a fee-for service basis for the transitional period.

9. Across the Board, delegations welcomed progress against the Strategic Plan, 2018-2021, strengthening of the business model and the Administrator's strong leadership during reform. They welcomed new initiatives, especially the Global Policy Network, the cadre of Sustainable Development Goals experts and the new gender equality strategy, 2018-2021 (DP/2018/21). They expressed strong support for the UNDP leadership role and impact as a driver of innovation for the Goals and the 2030 Agenda, especially in thought leadership, data collection and mobilizing financing at country level, including through the funding compact.

10. Several delegations looked forward to seeing the results of UNDP prevention work in humanitarian-development transitions, and underscored the UNDP role in addressing the interconnectedness of peace, security and sustainable development, spelled out in General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system. They stressed the importance of the rule of law, human rights, good governance and civil society participation, as well as accountability and transparency, and expected thorough reporting on those issues.

11. Delegations underscored the important UNDP role in repositioning the United Nations development system. They welcomed the UNDP commitment to doubling its cost-sharing contributions, while recognizing the financial implications and larger reform challenges on the organization. They commended its collaboration with the Secretary-General's transition team on delinking the resident coordinator function from UNDP, and looked forward to updates. They stressed that the repositioning exercise should not adversely affect UNDP delivery on the ground. Emphasizing the important UNDP role as operational backbone provider for the United Nations development system, they called on UNDP to take into consideration the recommendations of the evaluation of UNDP inter-agency operational services (DP/2018/25). Many delegations shared the view that reform provided UNDP the opportunity to strengthen its position as a development leader, and requested it to provide details on implementation of its new integrator role and specific comparative advantages in the context of the repositioning exercise.

12. Delegations attached great importance to UNDP work in support of national efforts and capacity-building for development and achievement of the Goals, in accordance with national priorities. The 2030 Agenda required an integrated approach to sustainable development and collective action with the overarching goal of eradicating poverty in all forms and dimensions. UNDP had a key role to play in implementing the 2030 Agenda through its development-focused mandate. They underscored that General Assembly resolution 72/279 was aligned with the 2016 quadrennial review and specified that the primary focus of the resident coordinator system was development and poverty eradication in all its forms and dimensions, and its primary purpose was to effectively coordinate implementation of the United Nations Development Assistance Framework (UNDAF) under national ownership, leadership and priorities.

13. A group of delegations from the least developed countries (LDCs) requested that UNDP further align its programmatic focus and skillsets in LDCs with priority areas set out in the Istanbul Programme of Action, focused on poverty eradication, and support LDCs in their underserved Goals to ensure achievement of the 2030 Agenda. The group called on UNDP to avoid disruption in programme delivery and United Nations system coordination in LDCs during reform transition. They welcomed the Strategic Plan's structural-transformation-of-economies approach to eradicate poverty and sustain economic development in LDCs, and called for close coordination among United Nations development system organization towards that end, including through their executive boards.

14. On the budget, delegations welcomed the overall increase in contributions in 2017, including revenues from the private sector, foundations and civil society. However, they expressed deep concern with the continued imbalance between core and non-core resources, and stressed the need for robust, predictable, multi-year core resources for UNDP to fulfil its mandate and maintain its multilateral, intergovernmental nature. Many delegations urged donors to adhere to their commitments and countries in a position to do so to step up contributions to regular resources. They called on UNDP to continue to explore incentives and innovative

mechanisms to broaden its donor base, including with the private sector, civil society, international financial institutions and bilateral/multilateral banks. They underscored the importance of maximizing cost savings and efficiency gains, and ensuring full cost recovery in line with Board decisions.

15. A group of delegations expressed concern that inadequate funding could adversely affect small-island developing States (SIDS), multi-country offices and middle-income countries, and called for a comprehensive solution for concerned subregions. They underscored the need for objective criteria, fair methodology and accurate, verifiable data, using multi-dimensional measures of poverty, when determining resource allocations and UNDP country-level presence, without recourse to conditionalities or assigned focus areas. They cautioned against pressures on programme countries to take on added costs, including through a revised cost-sharing agreement for the resident coordinator system. Another LDC group underscored the importance of adhering to financing guidelines set out in the Addis Ababa Action Agenda.

16. Another group of delegations stressed the importance of preserving the 'common but differentiated responsibility' principle for North and South cooperation. Reiterating the importance of meeting official development assistance commitments, the group emphasized that domestic resource mobilization had to be viewed as additional to, and not a replacement for, adequate quantity and quality of funding. Furthermore, the group stressed that Member States should, as per the technical note on funding of the revamped resident coordinator system, exclude the 1 per cent levy on South-South cooperation and local government contributions and refrain from overestimating efficiency gains as a source of funding. They reiterated that South-South cooperation was not a substitute for but a complement to North-South cooperation.

17. In response, the Administrator reemphasized the centrality of the 2016 quadrennial review and the overarching goal of poverty eradication, in all its dimensions, in the Strategic Plan and the UNDP commitment to South-South cooperation and the SIDS Accelerated Modalities of Action Pathway. He affirmed that UNDP was committed to minimum disruption in delivery as a result of United Nations reform, while underlining the reform's unprecedented intensity. He stressed that it was not the role of UNDP to secure funding for the resident coordinator system but rather to support the Deputy Secretary-General in implementing transition. UNDP was nevertheless determined to capitalize on the reform and its delinking from the resident coordinator system to become a stronger and more effective and efficient organization, while continuing to provide backbone services to the broader system. He stated that funding UNDP and the United Nations development system had to be discussed within broader international development financing discussions, while drawing attention to how negative incentives prompted individual United Nations organizations to focus on raising funds for their own operations rather than for the United Nations development system which led to continued interagency competition and fragmentation. UNDP was committed to pursuing innovative approaches to financing, such as the Lion's Share initiative. He highlighted that in delivery and turnover UNDP was in high demand, with regular annual increases in overall funding, but cautioned that expanding demand for UNDP services could not be sustained at current levels of core funding or cost savings.

II. UNDP structured funding dialogue

18. The Director, Bureau of External Relations and Advocacy and the Director, Bureau for Management Services introduced the annual review of the financial situation (DP/2018/19 and Add.1) and the report on the status of regular resources funding commitments to UNDP and its funds and programmes for 2018 and onwards (DP/2018/20).

19. Board members expressed strong support for the ongoing structured funding dialogue and review of the financial situation, and commended UNDP for its engagement with delegations. A group of delegations highlighted that the imbalance between core and non-core resources constituted the organization's most difficult challenge. They called on UNDP to include in future reports suggestions on how it would address the core/non-core imbalance and manage exchange rate volatility. They reiterated their request for UNDP to submit a proposal on how it would format the structured funding dialogue, as requested in decision 2018/5. They requested that in future UNDP should: (a) provide a clear vision of the principles and goals of the structured funding dialogue; (b) use the dialogue as a tool that facilitated Board oversight of the strategic plans of UNDP and other United Nations organizations; (c) establish a process and annual cycle for the dialogue to create more interactive discussion; (d) improve financial reporting to include information on financial needs, gaps and

predications, degree of alignment of financial resources to the Strategic Plan budget, and details on which tasks should be funded through core or flexible resources; and (e) explain its variety of funding sources and explore how to improve the quality of earmarked contributions. They welcomed the UNDP commitment to transparency, through the International Aid Transparency Network, and its new transparency tool, especially use of digital tools. They encouraged UNDP to work with United Nations organizations in developing the structured funding dialogue format.

20. Other delegations welcomed the revised funding dialogue agenda, which better aligned the UNDP and UNFPA funding dialogues; they encouraged UNDP to work with United Nations organizations and include in future revisions cross-cutting funding issues as well as funding/reporting on common chapter implementation. They stressed that the funding dialogue should reflect and build on broader discussions on funding related to the repositioning of the United Nations development system and the funding compact. They called for a significantly strengthened linkage between the Strategic Plan and funding dialogue to better demonstrate Strategic Plan funding needs. They welcomed the UNDP focus on innovation, new ways of implementing the 2030 Agenda and integral cross-sectoral approaches to achieving the Sustainable Development Goals.

21. In response, the Director, Bureau of External Relations and Advocacy reiterated the UNDP commitment to working with other United Nations organizations and linking the structured funding dialogue to the broader funding compact. She highlighted the challenge UNDP faced to meet the target of 30 per cent core funding, established in the funding compact. At 12 per cent core, UNDP could not drop any further without jeopardizing its capacity to deliver. UNDP would provide the Board with concrete proposals on linking funding to development results in the Strategic Plan ahead of future funding dialogues, and concrete proposals to address the core/non-core imbalance. It would explore cross-cutting funding in areas such as the humanitarian-development nexus, conflict prevention and resilience-building. UNDP remained committed to a balanced budget, strengthened efficiency, assuming its United Nations reform responsibilities and exploring innovative approaches to funding and delivery.

22. The Director, Bureau for Management Services drew attention to the diverse UNDP core funding base, from traditional donors and programme countries. UNDP funding and resource mobilization were moving in tandem with the funding compact and discussions around United Nations reform. On surplus funds, she highlighted that the 'surplus' derived from multiyear funding UNDP received, via organizations such as the Green Climate Fund and Global Environment Facility, which was not fungible but appeared in UNDP annual financial statements and referred to received funds for programmes in subsequent years. Cumulatively, those funds reached into billions of United States dollars and reflected multi-year non-core project funding. To harbour them from exchange rate fluctuations and maintain their value, UNDP had one of the largest treasury service functions among United Nations organizations. UNDP managed those funds through conservative investments, allowing it to hedge against uncertainty. It was a surplus UNDP could not use to offset core resources. She stressed that pressures on UNDP demanded a stronger core resources base.

23. The Deputy Director, Bureau for Management Services noted that the UNDP treasury function provided services to other United Nations organizations using a conservative investment policy that was independently vetted, benefited from a strong checks and balances system, and actively kept pace with market investment dynamics. The surplus funds in UNDP accounts were immediately converted to United States dollars and were highly earmarked and non-fungible, as per Board regulations. UNDP did however earn interest on the invested surplus funds, and hedged the surplus funds to protect them from exchange rate fluctuations, which helped offset the core/non-core imbalance.

24. The Board adopted decision 2018/16 on the UNDP structured funding dialogue.

III. Gender in UNDP

25. The Director, Bureau for Policy and Programme Support, UNDP, introduced the UNDP gender equality strategy, 2018-2021 (DP/2018/21).

26. A cross-regional group of Board members welcomed the new strategy and commended UNDP for its commitment to gender equality throughout its work. They recognized that UNDP had done comparatively well in advancing gender equality and women's empowerment under its previous gender equality strategy, 2014-

2017. Noting progress had been stronger in some countries and thematic areas, they nevertheless affirmed that the policy framework, gender team capacities and institutional means provided a solid foundation on which to build, and should serve as a minimum standard going forward. Overall, it implied an even more ambitious way forward. The group stressed that women and girls were overrepresented among those left behind and UNDP should increasingly prioritize and measure its results based on how it improved the prospects and conditions for women and girls 'the farthest behind', including those facing multiple, intersecting forms of discrimination and those in crisis settings, and ensure it engaged men and boys as agents of change

27. The same group welcomed the new strategy's compliance with the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and continued work with gender equality seals and gender markers. While recognizing that gender-specific indicators in each signature solution had improved the UNDP integrated results and resources framework, 2018-2021, they stated that as a guide to implementation the gender equality strategy could benefit from more detailed links to the UNDP work streams.

28. They stated that the new strategy was not as detailed on institutional commitments and resources for implementation as the previous one, and expected UNDP to specify those commitments and build appropriate capacity across the organization as implementation proceeded. They underscored the importance of maintaining leadership and accountability and incentivizing innovation.

29. They welcomed that UNDP would continue to issue a progress report on the gender equality strategy as a complement to the annual report.

30. They highlighted that there was overwhelming evidence that gender equality was not only fair but benefited all levels of society with positive impact on economic grown, health, education and sustained peace. The gender equality strategy, 2018-2021, allowed UNDP to continue to be a champion for gender equality through targeted action.

31. One delegation specified that, while fully supporting the new UNDP gender equality strategy and work to empower women, it did not support or endorse the inclusion of the terms 'sexual and reproductive health services' and 'sexual and reproductive health'. The delegation stressed that its country did not, as consistent with the International Conference on Population and Development, recognize abortion as a method for family planning. The delegation nevertheless underscored its continued strong moral and financial commitment to women's health, preventing child deaths and improving maternal health worldwide.

32. In response, Director, Bureau for Policy and Programme Support affirmed that UNDP would step up its promotion of gender equality in crisis situations. He stressed that gender equality was at the heart of UNDP work and streamlined in all its signature solutions. He reiterated the organization's institutional commitment to gender equality in all areas, including at country, regional and global levels.

33. The Executive Board took note of the UNDP gender equality strategy, 2018-2021.

IV. UNDP country programmes and related matters

34. UNDP introduced nine country programmes for Board approval, as well as the extensions of three country programmes. The regional directors for Africa, the Arab States, and Asia and the Pacific presented the country programmes for: Benin, Bhutan, Equatorial Guinea, Lesotho, Libya, Namibia, the Philippines, Senegal and South Sudan, as well as the first one-year extensions of the country programmes for Cuba and Mexico and the second one-year extension of the country programme for Liberia.

35. The Executive Board reviewed and approved, in accordance with decision 2014/7, the country programme documents for Benin (DP/DCP/BEN/3), Bhutan (DP/DCP/BTN/2), Equatorial Guinea (DP/DCP/GNQ/3), Lesotho (DP/DCP/LSO/3), Libya (DP/DCP/LBY/3), Namibia (DP/DCP/NAM/3), the Philippines (DP/DCP/PHL/3), Senegal (DP/DCP/SEN/3) and South Sudan (DP/DCP/SSD/3).

36. The Board also approved the second one-year extension of the country programme for Liberia from 1 January to 31 December 2019 and took note of the first one-year extensions of the country programmes for Cuba and Mexico from 1 January to 31 December 2019 (DP/2018/22 and Corr.1).

V. Evaluation

37. The Director, Independent Evaluation Office (IEO), UNDP, introduced the evaluation of UNDP inter-agency pooled financing services (DP/2018/23) and the evaluation of UNDP inter-agency operational services (DP/2018/25). The Director, Bureau for Management Services, UNDP, provided the management response to the evaluation of UNDP inter-agency operational services (DP/2018/26) and the Executive Director, United Nations Multi-Partner Trust Fund (MPTF) Office, provided the management response to the evaluation of UNDP inter-agency pooled financing services (DP/2018/24).

38. A cross-regional group of delegations welcomed the two evaluations' timeliness. They underscored that attracting contributions to inter-agency pooled funding depended on the effectiveness of programmes using them. They commended the MPTF Office for its strong fund design, transparency and administration, while noting the need to review existing United Nations Development Group (UNDG) guidelines to reflect evolving demands for financial results reporting. The group expressed support for developing clear UNDG guidance for programme quality, planning, implementation, and ensuring accountability and risk management. They welcomed the document UNDP would present to UNDG on approaches to strengthening quality and design of the results framework in the United Nations pooled funding context, but sought clarity on its development. They stressed that integrated approaches would only materialize when the principle of mutual recognition of business practices was translated into action throughout the United Nations development system. They expressed support for expanding the role of the MPTF Office as fund manager, especially to harvest lessons learned and plan/report on results. They welcomed the office's initiative to improve results reporting through its online portal and proposal to enhance its financial narrative reporting framework for system-level results, for discussion in UNDG. The group agreed with the recommendation to establish a multi-stakeholder steering committee for the MPTF Office to exchange ideas and lessons learned, but expressed concern about diverting attention of headquarters staff at a time of constrained resources.

39. The same group welcomed insights from the evaluation of UNDP inter-agency operational services, and recognized that UNDP was already undertaking action to improve its business model. They highlighted that UNDP had the largest geographic footprint of operational services among United Nations organizations and would remain important as United Nations development system repositioning unfolded and the resident coordinator system delinked from UNDP. In line with the evaluation's recommendations, they called on UNDP to clearly outline how it could best serve the United Nations development system.

40. The Director, IEO, welcomed delegations' comments and the high-quality management response, including specific timelines. He noted that some points on the timeline could take longer to implement as the process of United Nations repositioning moved forward.

41. The Director, Bureau for Management Services, UNDP, underscored that the evaluation of UNDP inter-agency operational services was extremely useful and timely, and reaffirmed the UNDP commitment to implementing the evaluation's recommendations. UNDP would report regularly to the Board on its changes and innovations to become more effective and efficient, in line with larger United Nations reform efforts.

42. The Executive Director, MPTF Office, responding to delegations' concerns, explained that the evaluation recommendation to establish a multi-stakeholder steering committee aimed to create a forum for better information exchange, dialogue and strategic discussion, while avoiding any additional burden to headquarters staff.

43. The Executive Board adopted decision 2018/17 on UNDP evaluation.

UNFPA segment

Statement by the Executive Director

44. In her statement (available on Papersmart), the Executive Director drew attention to the twenty-fifth anniversary of the International Conference on Population and Development (ICPD) and the fiftieth anniversary of UNFPA in 2019: a time to assess progress and recommit. That included the Fund's role in repositioning the United Nations development system to deliver on the 2030 Agenda for Sustainable

Development. In accordance with its Strategic Plan, 2018-2021 and ICPD mandate, UNFPA was committed to the three transformative results of ending: (a) unmet needs for family planning; (b) preventable maternal deaths; and (c) gender-based violence and all harmful practices against women and girls. An integral element of that approach was 'ending invisibility' through high-quality population data. She highlighted UNFPA work in crisis countries and role in bridging the humanitarian-development continuum, its joint work for persons living with HIV/AIDS and disabilities, and engagement with youth, as per the Secretary-General's youth strategy.

45. The Executive Director reiterated the Fund's commitment to United Nations reform, and to working with United Nations development system organizations. UNFPA was co-leading the Sustainable Development Goals Strategic Financing Results Group to help countries shift to financing for transformative results. That included creating a knowledge and research hub on financing the Goals, building staff financial literacy, developing principles of engagement and setting United Nations financial data standards for reporting. UNFPA would help to develop country-presence modalities for a new generation of country teams, and co-lead joint efforts to support national statistical capacities.

46. On the revised integrated budget, 2018-2021, UNFPA was implementing its change management processes and setting up its new architecture for a more robust, coherent corporate approach to intergovernmental and inter-agency processes. The Fund had established a branch for that purpose within its revamped Policy and Strategy Division, and placed the Executive Board Branch within the Office of the Executive Director. The Fund was redeploying resources from headquarters to countries and regions to ensure proximity of technical support where most needed. UNFPA was implementing new architecture for humanitarian affairs, including a UNFPA humanitarian office in Geneva. The Executive Director made an appeal for continued Member States support for the Fund's work in humanitarian settings.

47. UNFPA had seen an increase in regular (core) and co-financing resources in 2017 to over $1 billion, an increase of 27 per cent from 2016. Ensuring predictable core funding nevertheless remained a challenge. The Executive Director appealed to Member States to step up contributions to regular resources, and noted that 44 programme countries had contributed to regular resources in 2018. UNFPA was focused on gaining high-quality co-financing, in tandem with efforts to build stronger partnerships with non-traditional donors and the United Nations system. She reiterated the Fund's commitment to zero tolerance on sexual exploitation and abuse and on sexual harassment. It would continue to build capacities in that area, and had appointed a dedicated coordinator focused on rolling out a comprehensive strategy to prevent and respond to sexual misconduct, revise the harassment policy, introduce pre-employment screening, and review contract agreements with implementing partners to strengthen zero tolerance. To support the objective of securing adequate levels of sustainable funding for the Strategic Plan, the Executive Director announced that Egypt and Sweden had accepted to become UNFPA co-champions on structured funding dialogues, and thanked them for taking up this important role.

48. Board members reiterated their strong support for the Fund's ICPD mandate and sexual and reproductive health and reproductive rights work in development and crisis settings, including its fight against gender-based violence. They expressed appreciation for its engagement with the Board in efforts to make UNFPA fit for purpose to deliver on the Goals and the 2030 Agenda. They were pleased with the Fund's strong commitment to United Nations reform and to playing a central role in revamping the resident coordinator system, and noted with appreciation that over 70 per cent of UNFPA country offices used common premises and services. They encouraged the Fund to share its best practices in that area across the United Nations system.

49. A group of delegations sought clarity on how United Nations reform would affect funding to regions and subregions, and encouraged the Fund in restructuring to focus on national capacity building to implement programmes at country level, actively supporting countries to achieve sexual and reproductive health and reproductive rights and the 2030 Agenda, in line with national sovereignty and ownership. They underscored the importance of thematic synergies, focused on multidimensional aspects of poverty. They welcomed the budget provisions to fund the resident coordinator system and the Fund's engagement to build a new UNDAF design, but stressed that the 1 per cent levy to fund the resident coordinator system should not come from programme country Governments or South-South and triangular cooperation. They underscored that UNFPA repositioning of its multilateral affairs approach should benefit programme countries and country programmes,

with the Board playing an advisory role. Other delegations stated that any review of the ICPD should focus on implementation, not on mandates and policies. They urged UNFPA to adhere to its mandate and distance itself from controversial issues not agreed on by Member States. One delegation discouraged UNFPA involvement in coerced abortions and involuntary sterilizations.

50. Board members welcomed UNFPA resource mobilization achievements in 2017 and encouraged it to continue to pursue innovative partnerships to mobilize additional funding, including through the private sector. They expected that reported funding increases would be matched by greater impact at country level and clearer results-to-resources links in the budget. They expressed concern regarding the continued decrease in regular resources, and urged UNFPA to address the negative trend through the revised budget, especially to benefit the least developed countries. There were calls for UNFPA to partner with programme countries for greater burden sharing. Delegations underscored the importance of predictable, multi-year, adequate core funding for UNFPA to fulfil its ICPD and 2030 Agenda mandate. They sought clarity as to whether the 15 per cent resource allocation to joint activities covered UNFPA activities on the ground, and whether it included financial support for common back offices and contributions to the common country assessment. They stressed that UNFPA allocate savings resulting from the revised budget to country programmes, with the balance between institutional and programme budgets in favour of programming. They stated that the structured funding dialogue should be viewed within wider United Nations reform.

51. Board members expressed strong support for UNFPA work with youth and combatting sexual exploitation and abuse through a zero-tolerance policy, including in humanitarian settings. They urged the Fund to continue to mobilize funding for humanitarian assistance to ensure access to sexual and reproductive health and reproductive rights and family planning in crisis settings. The UNFPA and United Nations development system humanitarian approach should focus on prevention and capacity-building, addressing foremost the needs of the most vulnerable. They welcomed and encouraged greater focus on disaster risk reduction and the Sendai Framework for Disaster Risk Reduction within the Strategic Plan, 2018-2021. Strong support was expressed for universal health coverage and deepening discussions on population issues, including for ageing societies. Some delegations emphasized the need for more concrete, quantifiable indicators and statistics on population and sexual and reproductive health and reproductive rights in UNFPA results and resources frameworks. They recognized UNFPA work with Member States to develop a more results-oriented system, focused on comparative advantages, and stressed the importance of accountability and transparency.

52. In response, the Executive Director stressed that human dignity was the key element in the cycle of life and within the Fund's strategy for sexual and reproductive health and reproductive rights. The purpose of the 2019 ICPD review was to assess progress and challenges to date – not to reopen the ICPD mandate for discussion. As such, the Fund was reinvigorating its focus on ageing and gender biases in reproductive health, and on Sendai Framework principles, especially protection of women and girls in humanitarian settings. UNFPA was leading efforts to ensure the skills set of future resident coordinators reflected sexual and reproductive health and reproductive rights principles, and committed to accountability and transparency. The purpose of the change management exercise was to bolster the Fund's ability and leadership to deliver on the Goals and forge a coherent, fit-for-purpose approach that allowed it to respond quickly to situations at country and regional levels. UNFPA was working to ensure United Nations reform and other change processes did not affect programme delivery, while it focused on broad-based delivery through its partnerships, including the private sector. UNFPA placed a high premium on intergovernmental processes and transparent engagement with Member States, and would continue to meet with Board members through regular informal consultations.

53. The Deputy Executive Director (Management) reiterated that UNFPA shared 70 per cent of its back office services with other United Nations organizations at country level. The Fund was a pioneer in common services: a backbone of its business model and a driver of efficiency and effectiveness. UNFPA was an active member of the United Nations Big Operations Group to see how best to implement the reform process. UNFPA was running its own common services pilot in Southern Africa, combining business operations from a number of small countries to free up resources for programming. The Fund was co-chairing the UNDAF redesign team, a centrepiece of reform, focused on enhancing the common country assessment.

54. The Deputy Executive Director (Programme) stated that the 2019 ICPD review would assess achievements since 1994, identify gaps (and the reasons for them) and renew commitments to the ICPD.

Different regional conferences would take place in anticipation of the ICPD review exercise, the results of which would appear in regional ICPD reports to be issued at the 2019 ICPD international conference.

55. The Director, Communications and Strategic Partnerships highlighted that the purpose of the Fund's funding compact was to secure adequate funding for the Strategic Plan, 2018-2021, which was fully aligned with the United Nations system-wide funding compact. The structured funding dialogue was between UNFPA and Board members, at the exclusion of none, to rally behind the Fund's agenda. UNFPA would not use programme resources to cover the 1 per cent levy for the revamped resident coordinator system.

56. The Director, Division of Management Services stated that UNFPA and the other United Nations development system organizations were exploring the most efficient, effective cost-recovery rate and methodology across the system, relating them to management costs, which had fluctuated owing to economies of scale. The organizations were focused as well on achieving a harmonized cost-recovery methodology and cost-recovery rates.

VI. UNFPA structured funding dialogue

57. The UNFPA Deputy Executive Director (Programme) introduced the report on contributions by Member States and others to UNFPA and revenue projections for 2018 and future years (DP/FPA/2018/10, addendum and annexes). He thanked the delegations of Egypt and Sweden for accepting the role of co-champions of the structured funding dialogue, and highlighted their role in rallying a broader group of committed partners around realizing the UNFPA funding compact and operationalizing the funding architecture.

58. The Director, Communications and Strategic Partnerships Division contextualized the Fund's proposal on how to enhance the structured funding dialogue through a UNFPA funding compact, building on 2017 funding analysis and 2018 perspectives. He presented how UNFPA was realigning its funding architecture around the three transformational results, with strong advocacy for core resources, complemented by thematic funding through trust funds, flexible funding against country programmes and strategic United Nations pooled or joint funds.

59. Board members welcomed the Fund's structured funding dialogue and appreciated its close engagement with Members States to strengthen its funding architecture to deliver against the Strategic Plan, 2018-2021. They welcomed the proposed UNFPA funding compact as part of broader United Nations reforms, and appreciated its clear goals and processes for engagement with Board members and partners. They stated that through its efforts in the structured funding dialogue, UNFPA was leading by example and encouraged it to continue to align the structured funding dialogue with the broader United Nations funding compact and dialogue. In that regard, there was a proposal to change the name of the UNFPA funding compact so as not to confuse it with the broader United Nations funding compact proposed under General Assembly resolution 72/279.

60. Delegations requested information and analysis showing how the proposals emerging from the funding dialogue were in line with strategic plan objectives so that the Board could carry out its oversight and guidance. They sought details on the type and quality of resources, and specifics (at outcome and output levels) on which results would best be served through core resources, and others that required more flexible, lightly earmarked non-core resources. Delegations asked whether certain outcomes/outputs might benefit from one-on-one discussions with individual donors, and encouraged UNFPA to engage with Member States that provided limited core funding and with non-State actors for more flexible resources. They expected the funding dialogue to help UNFPA attract predictable, multi-year core funding and urged that reform efforts be undertaken in accordance with programme country needs, guided by the Board, with additional funds allocated to country programmes.

61. Delegations stressed that the UNFPA repositioning exercise should be viewed within the wider United Nations reform, without prejudice to that reform. They underscored the importance of coordinating with United Nations development organizations as part of the system-wide funding compact, and commended the Fund's inclusion in the proposed budget of its share of the contribution to the resident coordinator system, including the 1 per cent levy. They welcomed the concept of 'mutual commitments' but suggested to provide more

UNFPA-specific targets for its own commitments, and requested details on lessons learned through the funding dialogue and how they could be shared across the United Nations development system.

62. In response, the Director, Communications and Strategic Partnerships Division assured delegations that UNFPA was engaged with United Nations organizations on the wider reform agenda, and undertaking the structured funding dialogue within that context. The Fund had set up an internal cross-divisional task force to improve reporting and gap analysis to attract quality funding. Core resources remained crucial for stability and success, and national ownership was the bedrock of UNFPA programming. UNFPA would channel additional resources generated through funding changes into programming. A critical mass of core resources was needed in the four strategic outcomes because each spoke to the Fund's normative role as ICPD champion and advocate. Additional non-core resources served to address those outcomes' non-normative aspects. A principle reason for the decline in core funding was exchange rate fluctuations, while some activities were best served through other funding modalities such as joint or trust funds. UNFPA was pursuing innovative funding approaches with international/regional banks and public-private financing; it sought funding for the sole purpose of achieving the Strategic Plan objectives, not to mobilize resources indiscriminately. The Fund shared a mutual commitment with Member States to achieve those outcomes, for which core and non-core resources were necessary to address the ICPD mandate and Member States concerns.

63. The Deputy Executive Director (Programme) reiterated that UNFPA had developed a forward-looking funding proposal, in consultation with Board members and in a spirit of mutual commitment, to transform the structured funding dialogue into a UNFPA 'funding compact' with Member States, aligned with the system-wide United Nations funding compact and broader reform agenda. He stressed the Fund's commitment to the repositioning of the United Nations development system and engagement in the Secretary-General's transition team.

64. The Executive Board adopted decision 2018/18 on the UNFPA structured funding dialogue.

VII. UNFPA integrated budget, 2018-2021

65. The Deputy Executive Director (Management) introduced the item and the Chief, Resource Planning and Budgeting Branch, UNFPA gave a detailed presentation on the UNFPA integrated budget, 2018-2021 revision (DP/FPA/2018/8 and Corr.1 and annexes), in which she recapped the budget revision timeline and discussed the reserve for field accommodation, the report of the Advisory Committee on Administrative and Budgetary Questions on the UNFPA revised integrated budget, 2018-2021 (DP/FPA/2018/9), the integrated resource plan and next steps.

66. Board members welcomed the consultative process followed with Member States in revising the integrated budget, 2018-2021. They stressed that United Nations reform should not slow down UNFPA delivery on the ground in programme countries. In that regard, they sought clarification on the implications of the 1 per cent levy to fund the revamped resident coordinator system for UNFPA work on the ground, and expected cuts in the institutional budget to positively impact country-level delivery. They sought clarification on the distribution of resources between headquarters and the field.

67. One group commended UNFPA efforts to become more efficient and undertake the comprehensive resources review, and looked forward to learning more about results from the change management process, especially its ability to deliver in accordance with the Strategic Plan, 2018-2021, and enhance its normative role. They stressed that changes to the organizational structure should build on analysis of how to achieve the Strategic Plan efficiently and effectively. They requested UNFPA to include information in final reporting on financial needs, gaps and projections, including alignment of financial resources to budgeting for the strategic plan. They welcomed the UNFPA analysis of the implications of United Nations development system reform, and looked forward to information on its implementation and financial implications, including the effects of doubling the UNFPA share to the resident coordinator system. They reiterated strong support for the Strategic Plan, 2018-2021 and its mainstreaming of gender equality and women's empowerment throughout implementation, and appreciated the continued country focus and prioritization of those most in need.

68. In response, the Chief, Resource Planning and Budgeting Branch stated that UNFPA was addressing budget gaps through a cross-functional perspective to better determine links between results and resources.

While the Strategic Plan remained the overarching organizational guide, the Fund adapted delivery priorities to meet country programme needs, which affected the results-to-resources links locally. Funding for the revamped resident coordinator system would come from: (a) doubling UNFPA contributions; (b) the 1 per cent levy; and (c) voluntary contributions. The United Nations Secretariat would manage how those funds were used for the resident coordinator system. She clarified that the reference in the Advisory Committee on Administrative and Budgetary Questions report to country-level and headquarters staff positions related to the number of International Professional positions was limited to the institutional budget and did not reflect UNFPA's total resources.

69. The Deputy Executive Director (Management) stated that UNFPA sought to provide a comprehensive view of its resources to ensure they were aligned with the Strategic Plan, 2018-2021, the Sustainable Development Goals and United Nations reform. Discussions on the integrated budget and comprehensive resources review had likewise helped UNFPA to better focus its indicators and theory of change, making the budget stronger. The change management process focused on four organizational and efficiency outputs, in addition to corporate culture and mind-set change, all of which were making UNFPA more results-focused, agile, innovative and value-minded. That included business model changes to align process, people and structures to the Strategic Plan.

70. The Executive Board adopted decision 2018/19 on the revised UNFPA integrated budget, 2018-2021.

VIII. Country programmes and related matters

71. The UNFPA Deputy Executive Director (Programme) introduced the item and provided an overview of 14 country programmes presented for Board approval, as well as five country programme extensions. In turn, the respective UNFPA regional directors presented the country programmes for the Arab States, Asia and the Pacific, East and Southern Africa, and West and Central Africa. They included Benin, Bhutan, Burundi, Ecuador, Equatorial Guinea, Lesotho, Libya, Malawi, Namibia, Nicaragua, Philippines, Senegal, South Sudan and Togo, as well as the first one-year extensions of the country programmes for Comoros, the Republic of the Congo and Mexico, and the second one-year extensions of the country programmes for the Democratic Republic of the Congo and Liberia.

72. The Executive Board reviewed and approved, in accordance with its decision 2014/7, the country programmes documents for: Benin (DP/FPA/CPD/BEN/9); Bhutan (DP/FPA/CPD/BTN/7); Burundi (DP/FPA/CPD/BDI/8); Ecuador (DP/FPA/CPD/ECU/7); Equatorial Guinea (DP/FPA/CPD/GNQ/7); Lesotho (DP/FPA/CPD/LSO/7); Libya (DP/FPA/CPD/LBY/1); Malawi (DP/FPA/CPD/MWI/8); Namibia (DP/FPA/CPD/NAM/6); Nicaragua (DP/FPA/CPD/NIC/9); Philippines (DP/FPA/CPD/PHL/8); Senegal (DP/FPA/CPD/SEN/8); South Sudan (DP/FPA/CPD/SSD/3); and Togo (DP/FPA/CPD/TGO/7).

73. The Board took note of the first one-year extensions of the country programmes for Comoros, the Republic of the Congo and Mexico, and approved the second one-year extensions of the country programme for the Democratic Republic of the Congo and Liberia (DP/FPA/2018/11).

UNOPS segment

IX. Statement by the Executive Director

74. In her statement, the Executive Director, UNOPS affirmed that UNOPS was committed to United Nations reform, pursuing greater cost savings and efficiency, and contributing to the funding model for the revamped resident coordinator system. UNOPS was at an all-time record high for delivery, while its average fees had dropped and its new 2016 enterprise resource planning system had reduced system and transaction costs. Its shared service model allowed it to intervene 'anytime, anywhere' in a manner that optimized value for money, as recorded in its sustainability reports aligned with the Global Reporting Initiative. The bulk of UNOPS activities would not be affected by the 1 per cent levy for the resident coordinator system, nor would partners cover the related increased costs. It was crucial, however, that as a non-resident agency, it remained an integral member of United Nations country teams.

75. The Executive Director highlighted that initial results confirmed that 60 per cent of new leadership hires in 2018 were women, while targeted outreach had prompted a 20 per cent rise in applications from women, and in September 2018 UNOPS had launched a new gender mainstreaming strategy and action plan. UNOPS was working with several national partners to design infrastructure planning, delivery and management practices in line with global best practices, which had significant value for LDCs and SIDS. Social impact investing continued to be a top UNOPS initiative, with a major renewable energy project in Mexico having just been signed (a ground-breaking initiative where the entire equity portion of the investment was funded from UNOPS own balance sheet), and others potentially to follow in Africa, Asia, Latin America and the Caribbean.

76. Procurement continued to be a major driver of UNOPS delivery, exceeding $1 billion in 2017, more than half of which went to local suppliers, creating local jobs and local economic activity. UNOPS would continue to develop its means to measure, inspect and manage suppliers to ensure they adhered to the highest standards of integrity. She invited Board members to review the annual statistical report on the procurement activities of the United Nations system, 2017 (DP/OPS/2018/5) for detailed information on system-wide trends. She drew attention to the UNOPS response to the Joint Inspection Unit (JIU) review of management and administration in the United Nations Office for Project Services (DP/OPS/2018/6), which recognized the value of the UNOPS business model and benchmarking against international standards, and underscored its high degree of transparency.

77. Board members welcomed the annual statistical report on the procurement activities of the United Nations system for 2017 and stressed the role of joint procurement in driving efficiency and effectiveness as part of reform. They encouraged UNOPS to build on lessons learned with the private sector, ensure more user-friendly procurement services, and include in future reports details on sustainability in procurement. UNOPS role in humanitarian and challenging settings was important, as was its close work with other United Nations organizations. They stressed the importance of transparency in procurement activities and objective, non-discriminatory awarding of contracts.

78. Delegations welcomed the UNOPS response to the JIU review and moves to strengthen the ethics framework, and highlighted that the Audit Advisory Committee had a mandate to advise the Board and improve oversight. One delegation suggested that the Board consider taking up discussions on operational reserves to determine if the UNOPS risk profile had changed. They welcomed UNOPS commitment to implementing United Nations reform and expected it to contribute to meeting targets to harmonize back office functions for country teams by 2022. They called for improvements on how the Board dealt with individual organization's JIU reports, and suggested the Board assign it a separate agenda item in future. Delegations were pleased with UNOPS constructive approach to private sector engagement, in particular news about investment in Mexico, and ideas on how the United Nations development system could better use innovation.

79. A group of Board members welcomed UNOPS continued work in sustainable project management, infrastructure construction, procurement, ability to build production capacity, especially in SIDS, and swift response to operational challenges. They encouraged UNOPS to continue to strengthen its niche areas in sustainability and expand work in LDCs, SIDS and middle-income countries. Given its added value, they called on UNOPS to continue to provide services to partners and United Nations organizations. They welcomed UNOPS funding reserves, called on it to invest in developing countries and requested details on its investment priorities. UNOPS should continue to ensure its financial health remained at the highest levels while catering to programme country needs and Delivering as One. They called on UNOPS to ensure its delivery aligned with national ownership and priorities.

80. Delegations welcomed increased procurement from developing countries, especially LDCs and those in transition, and expected procurement increases to support local economies and generate transparent, efficient local systems. They requested more disaggregated data to specify procurement opportunities in programme countries and more emphasis on supplier engagement to enhance capacity to deliver sustainable products. There was a call for greater analysis of efficiencies of separate procurement schemes, increased collaborative procurement among United Nations organizations, and sharper division of labour between UNOPS and United Nations organizations based on comparative advantages. UNOPS could make better use of its multi-country hub structures and increase its role in system-wide shared service centres and back offices. They sought

clarification on whether UNOPS would pay the resident coordinator system 1 per cent levy for services it provided to United Nations organizations.

81. In response, the Executive Director stressed that UNOPS main role in reform was to offer effective, cost-efficient solutions to all partners and beneficiaries. Because procurement was key to reform, it was necessary to reform procurement throughout the United Nations system. UNOPS reporting on procurement on behalf of the system was based on transparency in order to identify gaps and challenges in pursuit of sustainability. It was committed to effective and efficient division of labour with other United Nations organizations, built on comparative advantages, while collaborating closely with the private sector. As noted in the JIU report, risk management was key and UNOPS would report to the Board on all JIU and the Audit Advisory Committee recommendations.

82. The Executive Board adopted decision 2018/20 on the United Nations Office for Project Services.

Joint segment

X. Follow-up to the Programme Coordinating Board Meeting of the Joint United Nations Programme on HIV/AIDS

83. The Director, Bureau for Policy and Programme Support, UNDP, and the Deputy Executive Director (Programme), UNFPA, gave a joint presentation on the report on the implementation of the decisions and recommendations of the Programme Coordinating Board (PCB) of the Joint United Nations Programme on HIV/AIDS (UNAIDS) (DP/2018/27-DP/FPA/2018/12).

84. A group of delegations recognized the important UNDP and UNFPA contributions to UNAIDS, and progress achieved against the Sustainable Development Goal target of ending the AIDS epidemic as a public health threat by 2030, while noting it had been uneven. Progress had been especially insufficient on HIV prevention, key to reaching the 2030 target. They welcomed the report's focus on adolescent girls and young women, and stressed the need to increase access to sexual and reproductive health and reproductive rights services and education and to tackle broader drivers of infection, including violence against women and girls and gender inequalities. The group encouraged UNFPA to take a lead role in integrating HIV into sexual and reproductive health and reproductive rights services globally, including reaching adolescent girls, supporting increased condom distribution and promoting double protection. They welcomed discussion on the new funding allocation model and unified results and accountability framework at the June 2018 PCB meeting, but requested clarity on how cosponsors were using funds and how they could better demonstrate progress against targets (especially in fast-track countries), including through improved reporting and accountability at future PCB meetings. Welcoming work in humanitarian settings, the group encouraged UNFPA to continue to provide sexual and reproductive health and reproductive rights services in humanitarian settings. They fully supported the conclusion at the forty-first PCB meeting that more was needed to address discrimination and stigma. They welcomed the focus on better integration of efforts to address HIV and tuberculosis.

85. Another group welcomed the revised UNAIDS operating model, especially its focus on country-level joint work and improved governance, and the revised UNAIDS division of labour, aligned with the Goals and the 2016 Political Declaration on Ending AIDS. They expressed concern at slow progress in reducing new infections, especially among adolescents and key populations. They stressed the importance of comprehensive sexuality education, sexual and reproductive health and reproductive rights, dedicated efforts to reach key populations, broad focus on women and girls, and engaging men and boys. They underscored the importance of respect for human rights in prevention efforts, and urged UNDP and UNFPA to continue to integrate a human rights perspective in the HIV response. Both groups noted the PCB establishment of an independent expert panel to review sexual exploitation, abuse and harassment in the UNAIDS secretariat and expected its application to the broader United Nations system.

86. In response, the Director, New York Office, UNAIDS, commended UNDP and UNFPA for their contributions in the fight address HIV/AIDS on complex, challenging development issues and on human rights, gender and key populations. Progress however was varied, fragile and reversible across regions, countries and populations. The most updated numbers indicated an HIV prevention crisis, characterized by stubbornly high

infection rates coupled with inadequate prevention services. UNDP and UNFPA had a crucial role to play in scaling up services to key populations. He welcomed cosponsors' collective engagement in implementing the new UNAIDS operating model, and stressed the need to focus on joint, integrated planning and action at country level. He pointed out that the below-target funding level risked jeopardizing progress, and called on all partners, including Board Members, to step up contributions to UNDP and UNFPA AIDS-related work.

87. The Director, Bureau for Policy and Programme Support, UNDP, reiterated the UNDP commitment to work with other members of the Global HIV Prevention Coalition to scale up collective efforts focused on prevention and sexual exploitation and abuse. In line with its Strategic Plan, UNDP was invested in addressing HIV, as illustrated by its multisectoral partnerships for sustainable development, leveraging power and commitment to amplify the impact of funding in the fight against the pandemic.

88. The Deputy Executive Director (Programme), UNFPA, stressed that prevention was the most cost-effective, efficient approach to fighting HIV, noting UNFPA was fully engaged in technical assistance to programme countries, including for monitoring and reporting. UNFPA had integrated HIV into its sexual and reproductive health and reproductive rights work, specifically in meeting unmet family planning needs and reaching women and girls. Beyond procurement, UNFPA worked to improve supply chain functions in countries in collaboration with government and civil society. UNFPA was closely engaged with the private sector, particularly on access to condoms, in efforts to accelerate HIV prevention.

89. The Executive Board took note of the report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS.

XI. Financial, budgetary and administrative matters

Joint report on cost recovery

90. The Deputy Executive Director (Management), UNFPA, and the Director, Bureau for Management Services, UNDP, presented the joint report on cost recovery (DP/FPA-ICEF-UNW/2018/1) and updated the Board on the UNDP and UNFPA evidence-based proposals for a harmonized cost-recovery policy.

91. A group of Board members welcomed the organizations' efforts to harmonize their cost-recovery policies, recognizing them as frontrunners within the United Nations development system. They stressed that full cost recovery remained the guiding principle governing financing of non-programme costs. After considering different options and organizational mandates, structures and business models, they concluded that the existing harmonized cost-recovery framework was the most feasible to ensure the overarching principles of participating United Nations organizations and reduce risks for their financial setup. They proposed that the organizations take concrete steps to: (a) further harmonize current cost classification categories to provide a clearer, more transparent, standardized framework; (b) close loopholes, reduce the number of waivers granted, and ensure transparent, standardized criteria for the granting of waivers; and (c) maintain existing recovery rates and explore the full spectrum of differentiated rates which provided incentives for favourable funding modalities and discouraged less favourable modalities.

92. One delegation stated it was premature to revise the cost-recovery policy and called on the organizations to conduct further joint analysis of classification of expenditures, given recent changes to the organizations' business models. They underscored the need for beneficiaries and donors to adhere to full cost recovery as endorsed by the Board, timely in light of the 1 per cent levy to finance the resident coordinator system.

93. The Director, Bureau for Management Services, UNDP, underscored the importance of cost recovery for UNDP and affirmed it would continue its work with the other organizations to harmonize cost categories and classifications, noting all had different business models. UNDP followed a stringent policy in granting waivers, including to representatives of Member States at country level; she appealed to delegations to ensure their country missions, which used development cooperation funds, were aware of the Board's instructions to UNDP on 'no waivers'.

94. The Deputy Executive Director (Management), UNFPA, likewise stressed that UNFPA was equally stringent in granting waivers, which were minimal, and echoed the appeal for Member States to inform their

country missions of the Board's instructions on 'no waivers'. UNFPA would continue to report on cost recovery transparently.

95. The Executive Board adopted decision 2018/21 on the joint report on cost recovery.

Report on UNDP, UNFPA and UNOPS joint procurement activities

96. The Director, Bureau for Management Services, UNDP, the Director, Office of Sourcing and Operations, UNDP, the Chief, Procurement Services Branch, UNFPA, and the Global Director, Procurement Group, UNOPS, presented the report of UNDP, UNFPA and UNOPS on joint procurement activities (DP-FPA-OPS/2018/1) and outlined the key findings and outcomes of their common procurement work conducted in 2017; they also detailed the initiatives currently underway in 2018, as part of efforts begun in 2011 to identify common procurement initiatives among the organizations and pursue more efficient processes, stronger procurement practices and lower costs.

97. There were no interventions from Board members on this report.

98. The Executive Board took note of the report on UNDP, UNFPA and UNOPS joint procurement activities.

XII. Working methods of the Executive Board

99. On behalf of UNDP, UNFPA and UNOPS, the Chief, Executive Board Branch, UNFPA, highlighted the joint efforts of the Executive Boards of UNDP/UNFPA/UNOPS, the United Nations Children's Fund (UNICEF) and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) to improve their working methods in response to requests by Member States in the preceding years. He drew attention in particular to the 'convergence of views' reached by Member States at the Joint Meeting of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF and UN-Women on 1 June 2018 which covered five areas: the work of the Bureau; sessions; participation; field visits; and joint meetings of the Executive Boards.

100. There were no interventions from Board members on this item.

101. The Executive Board adopted decision 2018/22 on the working methods of the Executive Board.

XIII. Field visits

102. The rapporteur presented the report of the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and the World Food Programme (WFP) to Uganda (DP/FPA/OPS-ICEF-UNW-WFP/2018/CRP.1), which took place from 29 April to 3 May June 2018, followed by a short film on the joint field visit.

103. The rapporteur presented the report of the Executive Board field visit to Haiti (DP/FPA/OPS/2018/CRP.1), which took place from 24 to 29 June 2018, followed by a short film on the field visit.

104. In both presentations, the rapporteurs provided the highlights of the two visits and the lessons learned, and underscored the importance of the field visits to the Board members' understanding of the United Nations funds, programmes and specialized agencies work at country level, a key aspect of Board oversight.

105. There were no interventions from Board members on this item.

106. The Executive Board took note of the report on the joint UNDP/UNFPA/UNOPS, UNICEF, UN-Women, WFP field visit to Nepal (DP/FPA/OPS-ICEF-UNW-WFP/2018/CRP.1).

107. The Executive Board took note of the report of the Executive Board field visit to Haiti (DP/FPA/OPS/2018/CRP.1)

XIV. Other matters

Address by the Chairperson of the UNDP/UNFPA/UNOPS and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) Staff Council

108. In his statement to the Board, the Chairperson, UNDP/UNFPA/UNOPS/UN-Women Staff Council highlighted the strong working relationships and collaboration the Staff Council had with the management of the UNDP, UNFPA and UNOPS. Similarly, he underscored the Staff Council's close working relationship with the United Nations Secretary-General in efforts to drive United Nations reform. He reiterated the Staff Council's long-standing request to the Board to convene regular consultations with staff as an integral part of corporate decision-making. He stressed the critical importance of United Nations staff, both international and national, in supporting countries in achieving the Sustainable Development Goals and the 2030 Agenda, and appealed for better synergy between the interests of the different United Nations organizations and those of their staff. Ongoing structural changes, undertaken since 2008, had had significant impact on staff. He recognized the open door policy the Staff Council enjoyed with the Executive Office of the UNDP Administrator and highlighted the need for human resources reform to retain talent, including renewed contractual modalities with merit-based career promotions, an effective staff assessment performance tool and a stronger managerial culture. He recalled that General Assembly resolution 63/250 of 24 December 2008 on human resources management called for contractual arrangements and harmonization of conditions of service aimed at providing greater stability and predictability to staff members through three types of appointments (temporary, fixed-term and continuing). The Chairperson called for full implementation of the resolution, and greater efforts to guarantee a culture of accountability within the organizations.

109. In response, the Director, Bureau for Management Services, UNDP, commended the Chairperson for his long service to UNDP and the Staff Council and underscored the good working relationships UNDP had with the Staff Council and measures each was taking to address staff concerns. She highlighted the commitment of the UNDP Administrator to staff-related concerns since assuming office in 2017 and in response United Nations reform's impact on staff. UNDP was in the process of renewing its human resources function, with the appointment of a new Director, Office for Human Resources, a signal to modernize and professionalize human resources and talent management, focused on young talent, women and diversity. UNDP and the other organizations were in the midst of significant change and open to suggestions on how to better manage a skills culture and talent management going forward.

110. The General Counsel and Director, Legal Group, UNOPS, expressed appreciation to the Chairperson for his service and the Staff Council for its commitment to staff and all personnel. He underscored that the Staff Council had been involved in all change management, gender parity strategy and grievance management discussions, and in reintroducing a staff contract to cover personnel working in the field. Despite differences, UNOPS and the Staff Council had a strong working relationship.

111. The Deputy Director, Division for Human Resources, UNFPA, likewise commended the Chairperson for his service and commitment, and underscored the strong working relationship between the Staff Council and UNFPA. He echoed the Chairperson's assertion about the centrality of staff in delivering the Fund's mandate, though he stated that realignments were at times necessary. UNFPA offered staff career, promotional and leadership opportunities, actively sought to retain staff and assisted staff at times of separation.

112. There were no interventions from Board members on this item.

113. The Executive Board took note of the statement by the Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council.

United Nations DP/2019/2

Executive Board of the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services

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Organizational matters

Decisions adopted by the Executive Board in 2018

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2018/1
UNDP Independent Evaluation Office workplan, 2018-2021

The Executive Board

1. *Welcomes* the UNDP Independent Evaluation Office workplan for 2018-2021 (DP/2018/4);

2. *Reaffirms* the importance of evaluation as an essential tool for learning and accountability, and urges UNDP to ensure that adequate resources are provided for evaluation, in compliance with the evaluation policy as endorsed in decision 2016/17 approving the UNDP Evaluation Policy, and in keeping with expectations set out in the UNDP integrated resources plan and integrated budget estimates, 2018-2021 (DP/2017/39);

3. *Notes* the decision of the Independent Evaluation Office to change its procedures for evaluating UNDP country programming, in order to achieve full evaluation coverage of all country programmes prior to the Board's consideration of new country programme documents, as guided by decision 2015/8;

4. *Takes note* of the Independent Evaluation Office review of the quality assessment of 2016 decentralized evaluations and encourages UNDP to continue ensuring improvement in the quality of decentralized evaluations;

5. *Acknowledges* the corporate/thematic evaluations that the Independent Evaluation Office has proposed to carry out during this four-year period, and views them to be relevant to UNDP objectives and programming under the new Strategic Plan;

6. *Requests* that UNDP and the Independent Evaluation Office seek out opportunities with other United Nations agencies for joint evaluations of joint programming, as well as the common chapter of the Strategic Plan;

7. *Looks forward* to an update from the Independent Evaluation Office on any potential implications for UNDP regarding the United Nations development system evaluation function, including through the annual report on evaluation;

8. *Decides* to approve the workplan of the UNDP Independent Evaluation Office for 2018-2021.

26 January 2018

2018/2
UNFPA quadrennial budgeted evaluation plan, 2018-2021

The Executive Board

1. *Welcomes* the relevance and utility of the quadrennial budgeted evaluation plan for 2018-2021 (DP/FPA/2018/1);

2. *Acknowledges* the transparent and participatory process undertaken in developing the quadrennial budgeted evaluation plan for 2018-2021;

3. *Affirms* the importance of evaluation as an essential tool for learning and accountability, and urges UNFPA to ensure that adequate resources are provided for evaluation, in line with the quadrennial budgeted evaluation plan, 2018-2021 and in compliance with the evaluation policy as endorsed in decision 2013/21 approving the UNFPA Evaluation Policy;

4. *Encourages* UNFPA management to work with the Evaluation Office to continue its efforts to strengthen the implementation rate and coverage of decentralized evaluations and to use the evaluations as learning and knowledge management tools to enhance future programmes;

5. *Requests* that UNFPA and the Evaluation Office seek out opportunities with other United Nations agencies for joint evaluations of joint programming as well as the common chapter of the strategic plan;

6. *Looks forward* to an update from the Evaluation Office on any potential implications for UNFPA regarding the United Nations development system evaluation function, including through the annual report on evaluation;

7. *Approves* the quadrennial budgeted evaluation plan for 2018-2021.

26 January 2018

2018/3
Reports of UNDP, UNFPA and UNOPS on the implementation of the recommendations of the Board of Auditors, 2016

The Executive Board

With regard to UNDP:

1. *Takes note* of the report (DP/2018/7) on the actions taken by UNDP and the United Nations Capital Development Fund (UNCDF) and the further actions planned to implement the recommendations of the Board of Auditors for the financial period that ended on 31 December 2016;

2. *Notes* the unqualified audit opinions issued by the Board of Auditors for 2016;

3. *Also notes* the progress made by UNDP and UNCDF in addressing the top seven audit-related priorities in 2016-2017;

4. *Encourages* UNDP to make further efforts to implement outstanding audit recommendations and in particular to strengthen efforts to tackle recurring recommendations;

5. *Welcomes* continued efforts by UNDP to strengthen the quality of programme design, management and oversight, and requests UNDP to take steps to strengthen implementation of risk management practices at all levels;

6. *Encourages* UNDP to continue its efforts to enhance oversight and management of implementing partners, ensuring policy and assurance requirements are appropriately implemented across the organization, and that compliance is monitored;

7. *Further encourages* UNDP to continue its efforts to prevent and uncover procurement irregularities and other fraudulent practices and to improve actions for recovery of funds, and underscores the importance of protecting whistle-blowers and ensuring that whistle-blower protections are both robust and well-known;

8. *Notes* the relevance of the priority improvement areas identified in the report of the Board of Auditors for the implementation of the Strategic Plan, 2018-2021 as well as the development of the working plan of engagement with the Board in this regard;

9. *Requests* UNDP to address in the upcoming review of the UNDP Policy against Fraud and Other Corrupt Practices the observations and recommendations of the Board of Auditors to thoroughly review the underlying circumstances that led to the cases of

fraud, to identify the possible gaps and to develop a comprehensive anti-fraud strategy to minimize fraud risks and associated loss;

10. *Supports* ongoing UNDP and UNCDF management efforts in addressing and implementing the recommendations of the Board of Auditors for the year ended 31 December 2016;

With regard to UNFPA:

11. *Takes note* of the report (DP/FPA/2018/2) on the actions taken by UNFPA and the further measures planned by the organization to implement the recommendations of the Board of Auditors for the financial period that ended on 31 December 2016;

12. *Notes* the audit opinion by the Board of Auditors that UNFPA financial statements present fairly, in all material respects, the financial position of UNFPA as at 31 December 2016 and its financial performance and cash flows for the year then ended, in accordance with the International Public Sector Accounting Standards (IPSAS);

13. *Also notes* the progress made by UNFPA in addressing prior year's recommendations and support ongoing management efforts in implementing the recommendations of the Board of Auditors for the year ended 31 December 2016;

14. *Encourages* UNFPA to make further efforts to implement outstanding audit recommendations, and in particular to strengthen efforts to tackle recurring recommendations;

15. *Also encourages* UNFPA to continue its efforts to enhance oversight and management of implementing partners, ensuring policy and assurance requirements are appropriately implemented across the organization, and that compliance is monitored;

16. *Further encourages* UNFPA to continue to strengthen its approach to procurement, supply chain and inventory management in accordance with the recommendations of the Board of Auditors;

With regard to UNOPS:

17. *Takes note* of the report (DP/OPS/2018/1) on the progress in the implementation of the various recommendations made for the year ended 31 December 2016 and the efforts currently in progress to ensure that the remaining recommendations are successfully implemented;

18. *Acknowledges* that due to the fact that recommendations were issued to UNOPS towards the end of July 2017 and that many of them require long-term attention, UNOPS will need to work beyond the financial year 2017 to implement them successfully.

26 January 2018

2018/4
Overview of decisions adopted by the Executive Board at its first regular session 2018

The Executive Board

Recalls that during its first regular session 2018, it:

Item 1
Organizational matters

Elected the following members of the Bureau for 2018:

President: H.E. Mr. Jagdish D. Koonjul (Mauritius)
Vice-President: H.E. Mr. Chull-joo Park (Republic of Korea)
Vice-President: H.E. Ms. Besiana Kadare (Albania)
Vice-President: Mr. Tumasie Blair (Antigua and Barbuda)
Vice-President: Mr. Dominique Favre (Switzerland)

Adopted the agenda and approved the workplan for its first regular session 2018 (DP/2018/L.1);

Approved the reports of the second regular session 2017 (DP/2018/1) and special session 2017 (DP/2018/2);

Adopted the annual workplan of the Executive Board for 2018 (DP/2018/CRP.1);

Approved the tentative workplan for the annual session 2018;

Agreed to the following schedule for the remaining sessions of the Executive Board in 2018:

Annual session: 4 to 8 June 2018
Second regular session: 4 to 7 September 2018.

UNDP segment

Item 2
UNDP country programmes and related matters

Approved the regional programme documents for the period 2018-2021 for Africa (DP/RPD/RBA/3), Asia and the Pacific (DP/RPD/RAP/3), Arab States (DP/RPD/RAS/4), Europe and the Commonwealth of Independent States (DP/RPD/REC/4) and Latin America and the Caribbean (DP/RPD/RLA/3 and Corr.1);

Approved the following UNDP country programmes in accordance with decision 2014/7:

Africa: Burkina Faso (DP/DCP/BFA/3 and Corr.1); Cabo Verde (common country programme, DP/FPA/OPS-ICEF/CCPD/2018/CPV/1); Gabon (DP/DCP/GAB/3); Ghana (DP/DCP/GHA/3); Mauritania (DP/DCP/MRT/3);

Asia and the Pacific: Myanmar (DP/DCP/MMR/2); Pakistan (DP/DCP/PAK/2)

Arab States: Djibouti (DP/DCP/DJI/3); Egypt (DP/DCP/EGY/3); Jordan (DP/DCP/JOR/3); Somalia (DP/DCP/SOM/3);

Item 3
Evaluation

Adopted decision 2018/1 on the UNDP Independent Evaluation Office workplan, 2018-2021;

Item 4
United Nations Capital Development Fund

Took note of the UNCDF strategic framework, 2018-2021 (DP/2018/5);

Item 5
United Nations Volunteers

Took note of the United Nations Volunteers programme strategic framework, 2018-2021 (DP/2018/6);

UNFPA segment

Item 6
Country programmes and related matters

Approved the following UNFPA country programmes in accordance with decision 2014/7:

Central African Republic (DP/FPA/CPD/CAF/8), Djibouti (DP/FPA/CPD/DJI/5); Egypt (DP/FPA/CPD/EGY/10); Ghana (DP/FPA/CPD/GHA/7); Jordan (DP/FPA/CPD/JOR/9); Mauritania (DP/FPA/CPD/MRT/8);

Approved the common country programme for Cabo Verde (DP/FPA/OPS-ICEF/CCPD/2018/CPV/1);

Item 7
Evaluation

Adopted decision 2018/2 on the UNFPA quadrennial budgeted evaluation plan, 2018-2021;

UNOPS segment

Item 8
United Nations Office for Project Services

Heard the UNOPS Executive Director give a statement;

Joint segment

Item 9
Recommendations of the Board of Auditors

Adopted decision 2018/3 on the recommendations of the Board of Auditors, related to the following reports: UNDP and UNCDF: Report on the implementation of the recommendations of the Board of Auditors, 2016 (DP/2018/7); UNFPA: Follow-up to the report of the United Nations Board of Auditors for 2016: Status of implementation of recommendations (DP/FPA/2018/2); and UNOPS: Report on the implementation of the recommendations of the Board of Auditors for 2016 (DP/OPS/2018/3);

Item 10
Other matters

Also held the following briefings and informal consultations:

Joint briefing of UNDP, UNFPA, UNICEF and UN-Women on cost recovery;

UNDP

UNDP briefing on cost recovery;

UNFPA

UNFPA informal briefing on change management.

24 January 2018

2018/5
Report of the UNDP Administrator on results for 2017 and progress on the Strategic Plan, 2018-2021

The Executive Board

1. *Takes note* of the achievements made by UNDP in 2017, the cumulative performance of UNDP for the period 2014-2017 and progress made on the implementation of the Strategic Plan, 2018-2021 (DP/2018/10);

2. *Urges* UNDP to utilize lessons learned from the Strategic Plan, 2014-2017 in the implementation of the Strategic Plan, 2018-2021 to meet the annual milestones and targets set out in the integrated results and resources framework (IRRF) for all development and institutional effectiveness outputs;

3. *Recognizes and welcomes* the progress in populating the IRRF for the Strategic Plan, 2018-2021 and requests UNDP to continue to refine and improve the IRRF as it continues to implement its Strategic Plan;

4. *Recognizes* the inter-agency efforts being made to advance the common chapter and requests UNDP to continue consultations with United Nations funds and programmes on the harmonized format for common chapter reporting;

5. *Welcomes* the mentioning of the common chapter in the annual report and asks UNDP to report on the status of the implementation of the common chapter, starting with the annual report 2019, and to present the findings at the joint meeting of the Executive Boards and at the annual session;

6. *Recognizes and welcomes* the strategic engagement and financial contribution of UNDP to the United Nations Capital Development Fund (UNCDF), United Nations Volunteers programme (UNV) and United Nations Office for South-South Cooperation (UNOSSC), and requests the Administrator of UNDP, in case of the need for additional information, to provide annual updates to reflect the results achieved by these contributions in an annex to the annual report, to ensure that the UNDP Office of Audit and Investigations and Independent Evaluation Office include UNCDF, UNV and UNOSSC in their workplans and to provide an update to the Board on progress by the second regular session 2018 to help inform deliberations;

7. *Expresses appreciation* to UNDP for its longstanding and strong commitment and support to the resident coordinator system and back-office support to United Nations country teams, and acknowledges the importance of UNDP country support platforms and support to countries in their efforts to realize the 2030 Agenda for Sustainable Development;

8. *Requests* UNDP to continue to engage with the Secretary-General, other United Nations development system (UNDS) entities and Member States with a view to support full implementation of General Assembly resolutions 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and 72/279 of 31 May 2018 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, including its contribution to a smooth transition and business continuity of the resident coordinator system;

9. *Requests* UNDP, as a UNDS entity, to engage closely with the Secretary-General and Member States to support preparation of a well-thought-out implementation plan for the inception of the reinvigorated resident coordinator system, including on the operationalization of its funding arrangements, to be presented to the General Assembly;

10. *Also requests* UNDP to present a preliminary analysis of the financial and other implications of resolution 72/279 for UNDP to the Executive Board at the second regular session 2018;

11. *Further requests* UNDP, in accordance with resolution 72/279, to provide its contribution to the adequate, predictable and sustainable funding of the resident coordinator system, in line with the forthcoming implementation plan for the inception of the reinvigorated resident coordinator system to be presented to the General Assembly, on an annual basis starting 1 January 2019;

12. *Welcomes with appreciation* the engagement with the Executive Board on the implementation of the Strategic Plan, 2018-2021, and requests UNDP to continue dialogue with the Executive Board that UNDP continue to update its working plan of engagement in response to the implementation of resolution 72/279;

13. *Recalls* decision 2017/20 on UNDP structured funding dialogues in which UNDP was asked to present a proposal to the Board at the second regular session 2018 on how to improve the functioning of the dialogues;

14. *Encourages* UNDP to allow for increased interactivity with Member States by beginning preparations for the structured funding dialogues early and by providing the Board with a detailed overview with resources linked to outputs in the integrated results and resources framework, 2018-2021 as well as an overview of funding gaps in relation to the implementation of the Strategic Plan, 2018-2021, taking into account both regular and other resources;

15. *Notes* that UNDP did not report on progress against the gender equality strategy for 2017 as in previous years, looks forward to the gender equality strategy presentation at the second regular session 2018 and expects thereafter that yearly reporting on progress against the gender equality strategy will resume in the annual session.

16. *Welcomes* the Administrator's commitment to implementing resolutions 71/243 and 72/279 and in this regard encourages the secretariat of the UNDP/UNFPA/UNOPS Executive Board to work together with the secretariats of the UNICEF and UN-Women Executive Boards to produce a joint response to the 2018 joint meeting of the Executive Boards segment on working methods by no later than four weeks before the second regular session 2018, allowing for a consultation process among Member States ahead of that session.

8 June 2018

2018/6
UNDP evaluation

The Executive Board

1. *Takes note* of the annual report on evaluation and its addendum (DP/2018/12 and Add.1) and requests UNDP to address the issues raised;

2. *Recalls* decision 2018/1 approving the Independent Evaluation Office (IEO) workplan, and encourages the IEO, building on existing work, together with the Administrator and the heads of the associated entities – the United Nations Capital Development Fund, the United Nations Volunteers programme and the United Nations Office for South-South Cooperation – to ensure that each entity has appropriate monitoring and evaluation frameworks, in line

with UNDP best practice, in particular its fiduciary, transparency and due diligence practices, and to update the Executive Board on this work at the second regular session 2018;

3. *Further recalls* decision 2018/1 and takes note of the importance of joint evaluations with other entities, including joint evaluation of the common chapter of the strategic plans of the funds and programmes, and calls on IEO and UNDP to brief the Executive Board at the second regular session 2018 on planning for this joint evaluation as part of its contribution to broader collaboration on joint evaluations of system-wide activities and to the function of system-wide independent evaluation measures;

4. Recalling decision 2017/12, *notes with concern* the quality of decentralized evaluations and encourages UNDP to work with the IEO to continue its efforts to improve the quality, strategic planning and prioritization of decentralized evaluations, as well as improving the implementation rate and reporting of management responses to the findings;

5. *Calls* on UNDP to continue progress on outstanding recommendations, including with regard to institutional effectiveness, and ensure they take both a risk-informed and result-based approach to implementing those recommendations, as well as to use evaluations as an evidence base for learning and improvement.

8 June 2018

2018/7
Report on results achieved by the United Nations Capital Development Fund in 2017

The Executive Board

1. *Takes note* of the report on cumulative and annual results achieved by UNCDF as captured in the report (DP/2018/13);

2. *Welcomes* the progress made towards implementation of the new UNCDF strategic framework, 2018-2021 (DP/2018/5);

3. *Commends* the efforts of UNCDF to track its contributions to broader ecosystem and market development impacts and to share lessons from these efforts with Member States and through its peer network, to inform the work of others;

4. *Welcomes* the positioning of UNCDF as an innovator and de-risker of local finance solutions in hard-to-reach and excluded areas, and reiterates the importance of innovative finance solutions for the achievement of the Sustainable Development Goals;

5. *Further welcomes* the ongoing efforts of UNCDF to design and test "last mile" financing solutions, including by optimizing its financial toolbox and developing new public and private partnerships;

6. *Notes* the funding scenarios in the new strategic framework and the limitations created due to the shortfall in regular resources, and the impact this has on the number of least developed countries served, the robustness of the UNCDF country presence, its capacity to drive innovation and its capital investment flexibility;

7. *Supports* the funding objectives of UNCDF, including $25 million per year in regular resources, and in this regard calls on Member States in a position to do so to support more equitable burden-sharing in order to help UNCDF to achieve this goal.

8 June 2018

2018/8
United Nations Volunteers programme: Report of the Administrator

The Executive Board

1. *Takes note* of the results-oriented biennial report of the Administrator on the United Nations Volunteers programme (UNV) (DP/2018/14);

2. *Expresses appreciation* to all United Nations Volunteers and UN Online Volunteers mobilized by UNV for their outstanding contributions to the 2030 Agenda for Sustainable Development during the 2016-2017 biennium;

3. *Commends* UNV for the results achieved under its Strategic Framework, 2014-2017, including during the 2016-2017 biennium;

4. *Welcomes* the new Strategic Framework, 2018-2021 (DP/2018/6), based on the strategic guidance of General Assembly resolution 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and on the findings and recommendations of the independent evaluation of the previous Strategic Framework, taking note of the finalized results matrix;

5. *Welcomes* the organizational transformation of UNV in 2017-2018 and the decentralization of capacities and delegation of authority from headquarters to the regional and country levels, enabling UNV to be better 'fit for purpose' for its new Strategic Framework;

6. Recalling decision 2017/31, paragraph 8, *notes* the importance of regular resources provided by UNDP to deliver on its Strategic Framework;

7. *Reaffirms* the crucial role of the Special Voluntary Fund to the delivery of the UNV Strategic Framework, 2018-2021, calling upon all development partners in a position to do so to contribute to the Fund;

8. *Requests* UNV to report annually to the Executive Board on the delivery of the UNV Strategic Framework.

8 June 2018

2018/9
Draft revised UNFPA integrated budget, 2018-2021

The Executive Board

1. *Takes note* of the draft revised UNFPA integrated budget, 2018-2021;

2. *Notes with appreciation* the progress made by UNFPA in revising the UNFPA integrated budget, 2018-2021.

3. *Commends* UNFPA for the interactive and transparent engagement with Member States on the integrated budget, and requests UNFPA to continue this engagement on the integrated budget and to inform the Board on the impact of the comprehensive resources review implementation on the budget;

4. *Encourages* UNFPA to align the revised integrated budget, 2018-2021 and to continue to position its organizational structures in the most efficient way to reach the outcomes and outputs as set out in the Strategic Plan, 2018-2021, including the organization's mandated work to provide normative guidance to Member States;

5. *Welcomes* the UNFPA resource mobilization ambition to increase funding by $100 million over four years for the integrated budget, 2018-2021, notes with appreciation the shift from the institutional to the programme budget, and encourages UNFPA to continue to allocate resources to programming;

6. *Requests* UNFPA to conduct risk-informed income projections and budgeting under the integrated budget, 2018-2021, to be adopted at the second regular session 2018, to safeguard appropriate levels of funding at country offices and programmes in order to ensure the implementation of the Strategic Plan, 2018-2021;

7. *Also requests* further details from UNFPA on its Reserve for Field Accommodation.

8 June 2018

2018/10
Annual report of the UNFPA Executive Director

The Executive Board

1. *Takes note* of the documents that make up the annual report of the Executive Director for 2017: DP/FPA/2018/4 (Part I, Part I/Add.1 and Part II);

2. *Notes with appreciation* the progress made by UNFPA in achieving the results of the UNFPA Strategic Plan, 2014-2017;

3. *Requests* UNFPA to continue to engage with the Secretary-General, other United Nations development system (UNDS) entities and Member States, with a view to support full implementation of General Assembly resolutions 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and 72/279 of 31 May 2018 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, including its contribution to a smooth transition and business continuity of the resident coordinator system;

4. *Requests* UNFPA, as a UNDS entity, to engage closely with the Secretary-General and Member States to support preparation of a well-thought-out implementation plan for the inception of the reinvigorated resident coordinator system, including on the operationalization of its funding arrangements, to be presented to the General Assembly;

5. *Also requests* UNFPA to present a preliminary analysis of the financial and other implications of resolution 72/279 for UNFPA to the Executive Board at the second regular session 2018;

6. *Further requests* UNFPA, in accordance with resolution 72/279, to provide its contribution to the adequate, predictable and sustainable funding of the resident coordinator system, in line with the forthcoming implementation plan for the inception of the reinvigorated resident coordinator system to be presented to the General Assembly, on an annual basis starting 1 January 2019;

7. *Commends* UNFPA for its work to improve future structured funding dialogues, and in this regard encourages UNFPA to start early the preparations for the dialogues and provide in advance an overview of funding gaps in relation to the implementation of the Strategic Plan, 2018-2021, taking into account both regular and other resources;

8. *Recognizes* the inter-agency efforts being made to advance the common chapter, and requests UNFPA to continue consultations with United Nations funds and programmes on the harmonized format for common chapter reporting;

9. *Welcomes* the mentioning of the common chapter in the annual report, and asks UNFPA to report on the status of the implementation of the common chapter, starting with the annual report 2019, and to present the findings at the joint meeting of the Executive Boards and at the annual session;

10. *Requests* UNFPA management to brief the Executive Board before the second regular session 2018 on the implementation of the seven recommendations of the evaluation of the architecture supporting the operationalization of the UNFPA Strategic Plan, 2014-2017, and to update the Board on any implications of these recommendations for the comprehensive resource review, the integrated budget, and implementation of the Strategic Plan, 2018-2021;

11. *Takes note* of progress made implementing decision 2017/14, which emphasized the need for UNFPA to continue to improve transparency in the use of resources to achieve programme results and to enhance organizational effectiveness and efficiency, and which also requested UNFPA to present in its future financial planning and reports a higher level of detail on the way regular (core) resources are attributed and used, and requests UNFPA in its future annual reports to continue to improve the visibility and the results achieved with regular (core) resources;

12. *Encourages* UNFPA to make further progress on results-based budgeting approaches;

13. *Recalls* decision 2017/14 and recognizes the inter-agency efforts made to harmonize the report's methodology and format, in particular on the common chapter, and requests UNFPA to continue consultations with United Nations funds and programmes for further alignment of reporting;

14. *Also recalls* decision 2017/14 and urges UNFPA to continue to align its results architecture with the Sustainable Development Goals framework, in coordination with other United Nations funds and programmes, to help measure performance in supporting implementation of the 2030 Agenda for Sustainable Development;

15. *Further recalls* decision 2017/14 and requests UNFPA to include in its future annual reports a more detailed analysis and reflection on the challenges and lessons learned per outcome area and on the collaboration and coordination within the United Nations system;

16. *Expresses concern* about the negative effects of decreased regular resources on achieving the outputs of the Strategic Plan, 2018-2021, and in this regard, urges all Member States in a position to do so to increase their contributions to regular resources, also encourages Member States to make contributions during the first half of the year and to make multi-year pledges in order to ensure effective programming, and requests UNFPA to continue to explore incentives and mechanisms to broaden the donor base and attract new sources of funding;

17. *Welcomes* the UNFPA Executive Director's commitment to implementing resolutions 71/243 and 72/279, and in this regard encourages the secretariat of the UNDP/UNFPA/UNOPS Executive Board to work together with the secretariats of the UNICEF and UN-Women Executive Boards to produce a joint response to the 2018 joint meeting of the Executive Boards segment on working methods by no later than four weeks before the second regular session 2018, allowing for a consultation process among Member States ahead of that session.

8 June 2018

2018/11
UNFPA evaluation

The Executive Board

1. *Takes note* of the present report on the evaluation function of UNFPA, 2017, and of the programme of work and budget of the Evaluation Office in 2018;

2. *Notes* findings from the independent external review of the evaluation function of UNFPA, which indicate that the UNFPA evaluation function is independent at corporate and decentralized levels, and urges UNFPA management to continue to protect and safeguard the qualities of evaluation independence identified by the external review;

3. *Welcomes* the efforts made by UNFPA and the significant progress achieved in strengthening the evaluation function and the quality of evaluation in actively contributing to United Nations system-wide evaluation efforts, and in fostering efforts for national evaluation capacity development;

4. *Reaffirms* the role played by the evaluation function at UNFPA and underscores the importance of high-quality, independent evaluation evidence in the context of the UNFPA Strategic Plan, 2018-2021, and its contribution to the implementation of the 2030 Agenda for Sustainable Development;

5. *Requests* UNFPA to present a revised evaluation policy to the Executive Board at its first regular session 2019;

6. *Recalls* decision 2018/2 and takes note of the importance of joint evaluations with other entities, including joint evaluation of the common chapter of the strategic plans of the funds and programmes, and calls on the Evaluation Office and UNFPA to brief the Executive Board at the second regular session 2018 on planning for this joint evaluation as part of its contribution to broader collaboration on joint evaluations of system-wide activities and to the function of system-wide independent evaluation measures;

7. *Also recalls* decision 2017/15 and encourages UNFPA management to work with the Evaluation Office to continue its efforts to strengthen the implementation rate and coverage of decentralized evaluations, including exploring strategies to protect budgets for small country offices, and to use the evaluations as learning and knowledge management tools to enhance future programmes;

8. *Strongly encourages* UNFPA, in accordance with Evaluation Policy paragraph 32, to reach the target of allocating 3 per cent of the total UNFPA programme budget to the evaluation function by the end of the period of the Strategic Plan, 2018-2021.

8 June 2018

2018/12
Annual report of the UNOPS Executive Director

The Executive Board

1. *Recognizes* the contributions of UNOPS to the operational results of Governments, the United Nations and other partners in 2017, through efficient management support services and effective specialized technical expertise, expanding the implementation capacity for sustainable development;

2. *Takes note* of the successful implementation of the UNOPS Strategic Plan, 2014-2017, and the solid implementation platform established on which to initiate the UNOPS Strategic Plan, 2018-2021, to support Member States in achieving the 2030 Agenda for Sustainable Development;

3. *Takes note* of the recommendations of the Joint Inspection Unit (DP/2018/2, Annex 4) and the progress made in implementing recommendations relevant to UNOPS;

4. *Requests* UNOPS to continue to engage with the Secretary-General, other United Nations development system (UNDS) entities and Member States with a view to support full implementation of General Assembly resolutions 71/243 of 21 December 2016 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system and 72/279 of 31 May 2018 on the repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, including its contribution to a smooth transition and business continuity of the resident coordinator system;

5. *Also requests* UNOPS to present a preliminary analysis of the financial and other implications of resolution 72/279 for UNOPS to the Executive Board at the second regular session 2018;

6. *Further requests* UNOPS, in accordance with resolution 72/279, to provide its contribution to the adequate, predictable and sustainable funding of the resident coordinator system, in line with the forthcoming implementation plan for the inception of the reinvigorated resident coordinator system to be presented to the General Assembly, on an annual basis starting 1 January 2019;

7. *Welcomes* the Executive Director's commitment to implementing General Assembly resolutions 71/243 and 72/279 and in this regard encourages the secretariat of the UNDP/UNFPA/UNOPS Executive Board to work together with the secretariats of the UNICEF and UN-Women Executive Boards to produce a joint response to the 2018 joint meeting of the Executive Boards segment on working methods by no later than four weeks before the second regular session 2018, allowing for a consultation process among Member States ahead of that session.

8 June 2018

2018/13
Reports of UNDP, UNFPA and UNOPS on internal audit and investigations and management responses

The Executive Board

1. *Welcomes* the progress of UNDP, UNFPA and UNOPS in addressing audit-related management issues in 2017;

2. *Notes with appreciation* efforts to implement outstanding audit recommendations from previous reports, and in particular underscores the importance of progressing with implementing recurring high-priority recommendations;

3. *Recalls* decision 2017/17, in which the Board expressed concern about recurring weaknesses for both UNDP and UNFPA related to programme management, procurement, governance and financial management, notes that similar challenges have been identified in the 2017 reports, and underscores the urgent need to intensify efforts to address these issues;

4. *Also recalls* decision 2015/13 and the request by the Board for the offices of audit and investigation to provide a view on whether the resourcing of their function is appropriate, sufficient and effectively deployed to achieve the desired internal audit coverage;

With regard to UNDP:

5. *Takes note* of the report on internal audit and investigations (document DP/2018/15);

6. *Expresses* continuing support for strengthening the internal audit and investigation functions of UNDP;

7. *Expresses* continuing support for strengthening the internal audit and investigation functions of UNDP, takes note of the annual report of the Audit and Evaluation Advisory Committee, commends UNDP for raising its overall audit opinion to satisfactory, and asks the Office of Audit and Investigation to provide further supporting analysis for such opinions in future annual reports, including the impact of their own risk assessments as well as an analysis of how complaints are reported to the Office of Audit and Investigation;

8. *Requests* UNDP to provide better comparative year-on-year information showing where losses incurred in one year are recovered in a subsequent year, and provide the Board with details, broken down by calendar year, of losses over prior years and cumulative recoveries to date against each year's losses by the second regular session 2018;

9. *Requests* UNDP to provide the Executive Board with an update on the implementation of a comprehensive anti-fraud strategy, including how this will be appropriately resourced from within UNDP, at the first regular session 2019;

10. *Recalls* decision 2017/17 and while welcoming the organization's work on anti-fraud systems and processes and efforts to identify obstacles that are hindering recovery, notes with concern the low levels of defrauded funds recovered in 2017, and urges UNDP to do all it can to ensure the timely recovery of defrauded funds;

11. *Encourages* the Office of Audit and Investigation, building on the existing work and in collaboration with the Administrator and the heads of the associated entities – the United Nations Capital Development Fund, the United Nations Volunteers programme and the United Nations Office for South-South Cooperation – to ensure that each entity has appropriate oversight, monitoring and risk-management frameworks, in line with UNDP best practice, in particular its fiduciary, transparency and due diligence practices, and to update the Executive Board on this work at the second regular session 2018;

12. *Also requests* UNDP to focus efforts on improving investigation timelines, including related resourcing, noting the increasing number of cases due for investigation carried over from year to year;

13. *Takes note* of the annual report of the Audit and Evaluation Advisory Committee;

With regard to UNFPA:

14. *Takes note* of the report on internal audit and investigation activities of the UNFPA Office of Audit and Investigation Services (DP/FPA/2017/6), the opinion, based on the scope of work undertaken, on the adequacy and effectiveness of the UNFPA framework of governance, risk management and internal control processes, of 'some improvement needed' (DP/FPA/2017/6/Add.1), the annual report of the Audit Advisory Committee (DP/FPA/2017/6/Add.2), and the management response (DP/FPA/2017/CRP.4) thereto and to the present report;

15. *Expresses its continuing support* for the audit and investigation functions at UNFPA, and urges UNFPA to ensure the Office of Audit and Investigation Services is appropriately and sufficiently resourced to deliver its mandates, including ensuring adequate audit coverage and to efficiently handle its caseload of investigations;

16. *Acknowledges and supports* the engagement of the Office of Audit and Investigation Services in joint audit and investigation activities, and encourages continued support to UNFPA management and relevant inter-agency fora in their efforts to address sexual exploitation and sexual harassment,

17. *Welcomes* progress made in implen nting audit recommendations, and urges UNFPA to continue to reduce the number of outstanding audit recommendations and expedite

progress in the areas the opinion identified as requiring improvement, including the integrated control framework, enterprise risk management, organizational structure and staffing, headquarters and regional office support and oversight, programme management, including supply-chain management, implementing partner capacity and financial monitoring, and operations management;

18. *Notes with concern* the apparently limited and slow pace of recovery of losses, and asks UNFPA to complement information provided on cases with further details, broken down by calendar year, of aggregate losses over prior years and cumulative recoveries to date against each year's losses;

19. *Urges* UNFPA to ensure timely follow-up by the relevant disciplinary bodies, including the Vendor Review Committee, to investigation reports issued by Office of Audit and Investigation Services;

20. *Requests* UNFPA to focus efforts on improving investigation timelines, including related resourcing, noting the increasing number of cases due for investigation carried over from year to year.

With regard to UNOPS:

21. *Takes note* of the annual report of the Internal Audit and Investigations Group for 2017 and the management response thereto;

22. *Also takes note* of the progress made in implementation of audit recommendations;

23. *Further takes note* of the overall audit opinion noting 'major improvements needed', based on the scope of work undertaken, on the adequacy and effectiveness of the organization's framework of governance, risk management and control (in line with Executive Board decision 2015/13);

24. *Urges* management to continue to address observations and recommendations made by the internal auditor in order to reduce UNOPS risk exposure and improve the overall audit opinion in future years;

25. *Takes note* of the annual report of the Audit Advisory Committee for 2017 (in line with Executive Board decision 2008/37).

8 June 2018

2018/14
Reports of the ethics offices of UNDP, UNFPA and UNOPS

The Executive Board

1. *Welcomes* the reports of the ethics offices of UNDP, UNFPA and UNOPS (DP/2018/16, DP/FPA/2018/7 and DP/OPS/2018/4);

2. *Notes with appreciation* the progress made by the ethics office of UNDP, UNFPA and UNOPS in strengthening the ethical culture in the three organizations, including training, raising ethics awareness and protection against retaliation, and supports the recommendations made to management;

3. *Requests* the management of UNDP, UNFPA and UNOPS, in collaboration with their ethics offices as well as the heads of the United Nations Capital Development Fund, the United Nations Volunteers programme and the United Nations Office for South-South Cooperation, to ensure that programmes to strengthen ethical culture, including training, raising ethics awareness and protection against retaliation, and combat sexual harassment, are provided, and to provide an update of this work to the Board by its second regular session 2018;

4. *Notes* the importance of well supported and resourced ethics offices, and encourages the management of UNDP, UNFPA and UNOPS to consider further increases in staffing support, reflecting the increased needs of the organizations;

5. *Supports* the 'zero tolerance' of the heads of UNDP, UNFPA and UNOPS towards sexual harassment, and appreciates the actions UNDP, UNFPA and UNOPS have taken so far to prevent and manage sexual harassment, to implement further institutional and cultural changes, and to ensure a joined-up, system-wide, coherent approach;

6. *Requests* UNDP, UNFPA and UNOPS management, as required under the Secretary General's report on special measures for protection from sexual exploitation and abuse, to present their respective annual certification to the Executive Board at each annual session, to cover sexual exploitation and abuse, and sexual harassment, as appropriate, complementing and strengthening their existing reporting, and to provide updates on progress made in that regard, including working with the United Nations Office of the Victims' Rights Advocate; and further urges UNDP, UNFPA and UNOPS to consider how to align reporting formats and content with other agencies, where appropriate;

7. *Encourages* UNDP, UNFPA and UNOPS management to undertake, using existing resources under the integrated budget 2018-2021, an independent victim-centred review of their respective policies and processes on tackling both sexual exploitation and abuse and sexual harassment, to review the current practices of the three organizations and provide recommendations on both issues, and requests UNDP, UNFPA and UNOPS to present the review and associated management responses to the Executive Board at its annual session 2019;

8. *Requests* the UNDP Ethics Office to report on the implementation of the new policy on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations in its 2019 report.

8 June 2018

2018/15
Overview of decisions adopted by the Executive Board at its annual session 2018

The Executive Board

Recalls that during its annual session 2018, it:

Item 1
Organizational matters

Adopted the agenda and approved the workplan for its annual session 2018 (DP/2018/L.2);

Approved the report of the first regular session 2018 (DP/2018/8);

Approved the tentative workplan for the second regular session 2018;

UNDP segment

Item 2
Annual report of the Administrator

Adopted decision 2018/5 on the report of the UNDP Administrator on results for 2017 and progress on the Strategic Plan, 2018-2021.

Item 3
South-South cooperation

Took note of the strategic framework of the United Nations Office for South-South Cooperation, 2018-2021 (DP/CF/SSC/6).

Item 4
Human Development Report

Took note of the update on the Human Development Report consultations.

Item 5
UNDP country programmes and related matters

Approved the following country programmes in accordance with decision 2014/7: Kenya (DP/DCP/KEN/3), Malawi (DP/DCP/MWI/3) and Rwanda (DP/DCP/RWA/2);

Took note of the first one-year extensions of the country programmes for Kuwait, Republic of the Congo and Sierra Leone, already approved by the Administrator (DP/2018/11);

Approved the second one-year extension of the country programme for the Syrian Arab Republic (DP/2018/11).

Item 6
Evaluation

Adopted decision 2018/6 on UNDP evaluation.

Item 7
United Nations Capital Development Fund

Adopted decision 2018/7 on the report on results achieved by the United Nations Capital Development Fund in 2017.

Item 8
United Nations Volunteers

Adopted decision 2018/8 on the United Nations Volunteers programme: report of the Administrator.

UNFPA segment

Item 9
Consultation on the revised integrated budget, 2018-2021, including change management

Adopted decision 2018/9 on the draft revised UNFPA integrated budget, 2018-2021.

Item 10
Annual report of the UNFPA Executive Director

Adopted decision 2018/10 on the annual report of the UNFPA Executive Director.

Item 11
UNFPA country programmes and related matters

Approved the following country programmes in accordance with decision 2014/7: Kenya (DP/FPA/CPD/KEN/9) and Rwanda (DP/FPA/CPD/RWA/8);
Took note of the first one-year extension of the country programme for Cuba, already approved by the Executive Director; and

Approved the second one-year extension of the country programme for the Syrian Arab Republic (DP/FPA/2018/3).

Item 12
UNFPA evaluation

Adopted decision 2018/11 on UNFPA evaluation.

UNOPS segment

Item 13
United Nations Office for Project Services

Adopted decision 2018/12 on the annual report of the UNOPS Executive Director.

Joint segment

Item 15
Internal audit and oversight

Adopted decision 2018/13 on the reports of UNDP, UNFPA and UNOPS on internal audit and investigations and management responses.

Item 16
Reports of the ethics offices of UNDP, UNFPA and UNOPS

Adopted decision 2018/14 on the reports of the ethics offices of UNDP, UNFPA and UNOPS.

Item 17
Other matters

Also held the following briefings, informal consultations and special events:

UNDP

UNCDF briefing on findings and lessons learned from recent evaluations;

UNFPA

Tribute to the late Dr. Babatunde Osotimehin, Executive Director of UNFPA;
Briefing on population dynamics and sustainable development in Eastern Europe and Central Asia.

8 June 2018

2018/16
UNDP structured funding dialogue

The Executive Board

1. *Takes note* of the annual review of the financial situation, 2017 (DP/2018/19 and DP/2018/19 Add.1) and the report on the status of regular resources funding commitments to UNDP and its associated funds and programmes for 2018 and onward (DP/2018/20);

2. *Notes* the importance of regular resources, which remain the bedrock of UNDP support to programme countries, particularly the poorest and most vulnerable, and low-income countries;

3. *Recalls* the importance of funding predictability and urges Member States to prioritize regular resources for 2018 and multi-year pledges, given that further reductions in regular resources risk jeopardizing the ability of UNDP to achieve planned strategic results;

4. *Recalls* its decision 2013/30 and urges all programme countries to meet their obligations with respect to government local office costs;

5. *Encourages* UNDP to continue its efforts to ensure the effective use of resources and also continue to improve efficiency measures and cost savings;

6. *Urges* Member States to continue structured funding dialogues with UNDP in order to improve funding practices to make voluntary funding more predictable, flexible, effective and efficient, less earmarked and better aligned with the national priorities and plans of programme countries;

7. *Requests* UNDP to review the format and content of the annual report on contributions by Member States and others to UNDP, and revenue projections for future years, in order to improve the quality of the structured funding dialogue, including by providing an overview of the funding in relation to funding requirements for the implementation of the Strategic Plan 2018-2021, taking into account both regular and other resources;

8. *Welcomes* the efforts of UNDP to align resources to results and encourages UNDP to further increase effectiveness, including reducing transaction costs, for raising resources and ensuring alignment of all resources with programmatic and institutional results as set out in the Strategic Plan, 2018-2021;

9. *Further encourages* UNDP to continue working jointly with UNFPA, UNICEF and UN-Women to improve collaboration on structured funding dialogues;

10. *Notes* the importance of regular resources both for the United Nations Capital Development Fund and its impact on the least developed countries served and capacity to drive innovation and capital investment flexibility, and for the United Nations Volunteers programme promoting peace and development through volunteerism, both valuable United Nations system-wide assets administered by UNDP;

11. *Welcomes* the commitment of UNDP, UNFPA and UNOPS, in close collaboration with the Secretary-General's transition team and other programmes, funds and specialized agencies, to implement General Assembly resolution 72/279 of 31 May 2018 on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; also welcomes the updates provided with preliminary analysis of the financial and other implications of the resolution and requests UNDP to continue to engage with the Executive Board in this regard, providing regular updates as from 2019;

12. *Recalls* decision 2018/5 and requests UNDP to double its contribution to the existing United Nations Sustainable Development Group (UNSDG) cost-sharing arrangement, in accordance with resolution 72/279, to deposit its 2019 contribution as soon as possible, taking

into account the Secretary-General's implementation plan, in order to operationalize the new resident coordinator system from 1 January 2019, and to report on progress in this regard to the Executive Board at the annual session 2019;

13. *Requests* that UNDP, as part of the UNSDG, collaborate with the Secretary-General's transition team to support the establishment of a system-wide approach to implementing all the funding modalities set out in resolution 72/279, including the levy, and to report to the Executive Board at the first regular session 2019;

14. *Requests* that UNDP present clear, transparent information on its contribution to resident coordinator funding modalities to the Executive Board at the annual session 2019;

15. *Calls on* UNDP to review its planning, financing and results reporting processes to ensure effective joint collaboration in the context of the revitalized United Nations Development Assistance Framework, and to provide an update at the next session of the Executive Board on adjustments required.

7 September 2018

2018/17
UNDP evaluation

The Executive Board

With regard to the evaluation of UNDP inter-agency pooled financing services (DP/2018/23) and the management response thereto (DP/2018/24):

1. *Takes note with appreciation* of the evaluation's conclusions, including that the work of the Multi-Partner Trust Fund Office is highly regarded by donors and participating organizations for its strong fund design and administration capability, high credibility to collect and make known "best practices", setting standards for other organizations providing administrative agent services;

2. *Takes note* of the evaluation's conclusions and recommendations and the management response;

3. *Notes* the importance of increasing the amounts of funding through United Nations pooled funding arrangements and the effectiveness of United Nations programming supported by pooled funding in the context of implementing General Assembly resolution 72/279 of 31 May 2018 on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system;

4. *Further requests* that UNDP, in accordance with the evaluation recommendations, take measures in collaboration with United Nations entities to ensure improved results focus, monitoring and support to ensure quality in implementation of programmes supported by pooled funding, including at the country level, and provide an update to the Board on measures to ensure capacities and performance as managing agent, as fund manager and as implementing organization;

5. *Requests* that the Multi-Partner Trust Fund (MPTF) Office expedite new procedures to review all fund proposals for compliance with relevant United Nations guidance on gender equality and empowerment of women;

6. *Takes note* of recommendation 8 of the evaluation and the management response and requests the MPTF Office to convene periodic multi-stakeholder discussion forums to review progress and discuss trends in global financing and strategies on the way forward, strengthen

partner engagement and reinforce the confidence of donors and partner organizations in the mechanism and its use;

7. *Further requests* that the MPTF Office make information on new opportunities available at an early stage to all interested potential partners, including potential participating organizations, funding partners and host government institutions, as relevant for the individual initiatives;

8. *Acknowledges* that UNDP has recently launched new guidelines and responsible party agreement for the managing agent function under humanitarian funds, and that programme and operations policies and procedures have been updated accordingly;

With regard to the evaluation of UNDP inter-agency operational services (DP/2018/25) and the management response thereto (DP/2018/26):

9. *Takes note of* the timeliness and relevance of evaluating UNDP inter-agency operational services concurrent to the roll out of the Secretary-General's repositioning effort for the United Nations development system;

10. *Acknowledges* that UNDP management and operational support services are vital to UNDP growth and positioning as the backbone of the United Nations development system;

11. *Takes note* of the evaluation's conclusions and recommendations and the management response and urges UNDP to take action to address all of the evaluation's recommendations;

12. *Urges* UNDP to develop a clear vision refining its role vis-à-vis the United Nations development system reform to serve United Nations entities with improved customer orientation and quality of services;

13. *Also urges* UNDP to develop a phased approach to invest in information and communication technology tools and systems improvements over the next five years and ensure that critical staff and an effective strategy are in place to harvest such investments;

14. *Acknowledges* that UNDP is already undertaking action to improve, evolve and innovate its business model that includes inter-agency operational services;

15. *Requests* UNDP to develop a transparent pricing system for its management and operational support services to United Nations entities, including to the new resident coordinator system;

16. *Further requests* UNDP to promote shared integrated service arrangements with a view to harmonizing agency-specific business practices, processes and reporting, including resource planning systems, as part of the Business Innovation Group under the United Nations Sustainable Development Group, guided by the principles of complementarity and comparative advantage of United Nations entities.

7 September 2018

2018/18
UNFPA structured funding dialogue

The Executive Board

1. *Takes note* of the report on contributions by Member States and others to UNFPA and revenue projections for 2018 and future years (DP/FPA/2018/10), including the addendum with the UNFPA proposal on structured funding dialogues (DP/FPA/2018/10/Add.1);

2. *Emphasizes* that UNFPA needs strong political and increased financial support as well as predictable regular resources, in order to enhance its assistance to countries, to implement its Strategic Plan, 2018-2021, to fully integrate the agenda of the International Conference on Population and Development into national development strategies and frameworks, to

achieve the internationally agreed development goals, and to support countries in advancing the 2030 Agenda for Sustainable Development;

3. *Reiterates* that regular resources are the bedrock of UNFPA and essential to maintaining the multilateral, neutral and universal nature of its mandate and to carrying out its work, and encourages UNFPA to further mobilize these resources while continuing to mobilize supplementary resources for thematic funds and programmes;

4. *Encourages* all Member States to increase their contributions to regular resources, not least to ensure that UNFPA can cover the current critical gap in core revenue, and also encourages countries in a position to do so to make contributions during the first half of the year and to make multi-year pledges in order to ensure effective programming;

5. *Also encourages* all donor countries to commit to multi-year pledges in order to ensure effective programming and all programme country Governments, where possible, to expand their contributions to programmes in their own countries;

6. *Encourages* UNFPA to continue its efforts to ensure the effective use of resources and also continue to improve efficiency measures and cost savings;

7. *Reaffirms* the voluntary nature of funding of UNFPA, appreciates the progress and improvements by UNFPA to its structured funding dialogue, and welcomes the proposal to the Executive Board on the structured funding dialogue, as presented in the addendum of this report, without prejudging the outcome of the Secretary-General's funding compact, and in this regard:

(a) *Requests* UNFPA to review the format and content of the annual report on contributions by Member States and others to UNFPA and revenue projections for future years, in order to improve the quality of the structured funding dialogue, including by providing an overview of the funding in relation to the implementation of the Strategic Plan, 2018-2021, taking into account both regular and other resources;

(b) *Encourages* UNFPA to further consolidate the funding architecture, with a view to aligning resources with programmatic results, as set out in the Strategic Plan, 2018-2021;

(c) *Further encourages* UNFPA to continue working jointly with UNDP, UNICEF and UN-Women to improve collaboration on structured funding dialogues;

8. *Welcomes* the commitment of UNDP, UNFPA and UNOPS, in close collaboration with the Secretary-General's transition team and other programmes, funds and specialized agencies, to implement General Assembly resolution 72/279 of 31 May 2018 on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system, also welcomes the updates provided with the preliminary analysis of the financial and other implications of the resolution, and requests UNFPA to continue to engage with the Executive Board in this regard, providing regular updates as from 2019;

9. *Recalls* decision 2018/10 and requests UNFPA to double its contribution to the existing United Nations Sustainable Development Group (UNSDG) cost-sharing arrangement, in accordance with resolution 72/279, to deposit its 2019 contribution as soon as possible, taking into account the Secretary-General's implementation plan, in order to operationalize the new resident coordinator system from 1 January 2019, and to report on progress in this regard to the Executive Board at the annual session 2019;

10. *Requests* that UNFPA, as part of the UNSDG, collaborate with the Secretary-General's transition team to support the establishment of a system-wide approach to implementing all the funding modalities set out in resolution 72/279, including the levy, and to report to the Executive Board at the first regular session 2019;

11. *Requests* that UNFPA present clear, transparent information on its contribution to resident coordinator funding modalities to the Executive Board at the annual session 2019;

12. *Calls on* UNFPA to review its planning, financing and results reporting processes to ensure effective joint collaboration in the context of the revitalized United Nations Development Assistance Framework, and to provide an update at the next session of the Executive Board on adjustments required.

7 September 2018

2018/19
Revised UNFPA integrated budget, 2018-2021

The Executive Board

1. *Takes note* of the revised UNFPA integrated budget, 2018-2021 (DP/FPA/2018/8) and its corrigendum (DP/FPA/2018/8/Corr.1), in response to decision 2017/4, and its alignment with the approved UNFPA Strategic Plan, 2018-2021 (DP/FPA/2017/9);

2. *Welcomes* the improved results focus and the enhanced linkages with the strategic plan results and harmonized methodology and presentation, including cost classification, attribution and recovery;

3. *Commends* UNFPA for the consultative, inclusive and transparent process in presenting the revised integrated budget, 2018-2021;

4. *Takes note* of the results and resource requirements reflected in the estimates for the UNFPA integrated budget, 2018-2021, including linkages of results and resources, as contained in documents DP/FPA/2018/8 and DP/FPA/2018/8/Corr.1;

5. *Approves* the presentation of activities and associated costs reflected in documents DP/FPA/2018/8 and DP/FPA/2018/8/Corr.1;

6. *Also approves* gross resources in the amount of $708.2 million, representing the revised institutional budget estimates for 2018-2021, noting that these estimates include an amount of $155.6 million for indirect cost recovery from other resources;

7. *Authorizes* $152.5 million of the projected regular resources, as a revised ceiling for global and regional interventions for 2018-2021, noting that this amount cannot be exceeded without approval by the Executive Board;

8. *Recalls* Executive Board decision 2015/3, approves a revised amount of $22.5 million of regular resources for the UNFPA emergency fund, and reaffirms the existing authorization for the UNFPA Executive Director to increase the emergency fund by up to $2 million beyond the ceiling in a given year if the number and extent of the emergencies so warrant;

9. *Endorses* the proposal of the UNFPA Executive Director, similar to decisions 2008/6, 2012/13, 2013/32 and 2017/24, decides to grant exceptional authority during 2018-2021 to access up to an additional $5.4 million in regular resources for security measures, provided these are used for new and emerging security mandates, as defined by the directives of the United Nations Department of Safety and Security, and requests UNFPA to report to the Executive Board on the use of those funds in its annual statistical and financial review;

10. *Also endorses* the proposal of the UNFPA Executive Director and approves the use of the existing Reserve for Field Accommodation for headquarters premises until the establishment of the Premises Capital Plan.

7 September 2018

2018/20
United Nations Office for Project Services

The Executive Board

1. *Takes note* of the annual statistical report on United Nations procurement, 2017 (DP/OPS/2018/5);

2. *Welcomes* the high-quality and informative presentation of the system-wide procurement data on behalf of the United Nations system at the United Nations Global Marketplace website (http://www.ungm.org/Public/ASR);

3. *Recognizes* that transparency is one of the central principles of the United Nations system entities' procurement and welcomes the level of detail, data and analysis provided by UNOPS in the annual statistical report on United Nations procurement;

4. *Recalls* General Assembly resolution of 69/273 of 2 April 2015 on procurement and reaffirms the need for the United Nations procurement system to be transparent, open, impartial and cost-effective, based on a competitive procedure and fully reflecting the international character of the United Nations

5. *Further recalls* resolution 69/273 and stresses that best value for money; fairness, integrity and transparency; effective international competition; and the interest of the United Nations remain the four general principles for United Nations procurement

6. *Recalls* its decision 2016/20 and requests UNOPS and other United Nations entities to elaborate their measures as well as progress for the purpose of increasing procurement from developing countries, countries with economies in transition and least developed countries in the annual statistical reports in the future;

7. *Welcomes* the commitment of UNDP, UNFPA and UNOPS, in close collaboration with the Secretary-General's transition team and other programmes, funds and specialized agencies, to implement General Assembly resolution 72/279 of 31 May 2018 on repositioning of the United Nations development system in the context of the quadrennial comprehensive policy review of operational activities for development of the United Nations system; also welcomes the updates provided with preliminary analysis of the financial and other implications of the resolution and requests UNOPS to continue to engage with the Executive Board in this regard, providing regular updates as from 2019;

8. *Recalls* decision 2018/5 and requests UNOPS to double its contribution to the existing United Nations Sustainable Development Group (UNSDG) cost-sharing arrangement, in accordance with resolution 72/279, to deposit its 2019 contribution as soon as possible, taking into account the Secretary-General's implementation plan, in order to operationalize the new resident coordinator system from 1 January 2019, and to report on progress in this regard to the Executive Board at the annual session 2019;

9. *Requests* that UNOPS, as part of the UNSDG, collaborate with the Secretary-General's transition team to support the establishment of a system-wide approach to implementing all the funding modalities set out in resolution 72/279, including the levy, and to report to the Executive Board at the first regular session 2019;

10. *Requests* that UNOPS present clear, transparent information on its contribution to resident coordinator funding modalities to the Executive Board at the annual session 2019;

11. *Calls on* UNOPS to review its planning, financing and results reporting processes to ensure effective joint collaboration in the context of the revitalized United Nations Development Assistance Framework, and to provide an update at the next session of the Executive Board on adjustments required.

7 September 2018

2018/21
Joint report on cost recovery

The Executive Board

1. *Recalls* Executive Board decision 2013/9, which endorsed the current harmonized cost-recovery policy, and in this regard recognizes and welcomes the efforts of UNDP and UNFPA, together with UNICEF and UN-Women, in implementing the policy;

2. *Recalls* Executive Board decisions 2017/11 and 2017/14, in which the Executive Board directed the agencies to implement the cost-recovery policy and ensure full cost recovery proportionally from regular and other resources funding sources, and provide incentives to increase regular resources funding;

3. *Takes note* of the report DP/FPA/ICEF-UNW/2018/1 and the two proposals for the recovery of indirect costs presented therein;

4. *Notes* paragraph 28 (d) of General Assembly resolution 72/279, which calls for a further harmonization of cost recovery by individual United Nations development system entities, and in this regard commends UNDP, UNFPA, UNICEF and UN-Women for their harmonized cost-recovery framework, and further encourages them to work with other entities of the United Nations development system, after due consideration by their respective governing bodies, to adopt a harmonized cost-recovery framework;

5. *Requests* UNDP and UNFPA, together with UNICEF and UN-Women, to jointly review existing cost definitions and classifications of activities and associated costs, with a view to further harmonize their approaches by determining common definitions of cost categories and corresponding activities and functions at a granular level, while taking into account the different business models of the individual agencies – which allows for a full understanding of each category's composition and options for possible alignment of similar functions to the same cost classifications across agencies, and continues to provide a basis for comparisons among organizations as well as alignment with the strategic plans of the organizations – to be presented to the Executive Board for decision at its second regular session in 2019;

6. *Reaffirms* in this regard the harmonized cost-recovery policy endorsed by the Executive Board in its decision 2013/9, and requests UNDP and UNFPA, together with UNICEF and UN-Women, to present a preliminary comprehensive proposal on the cost-recovery policy for consideration by the Executive Board at its first regular session in 2020, with a view to present a final comprehensive proposal for decision of the Executive Board at its second regular session in 2020;

7. *Requests* UNDP and UNFPA, together with UNICEF and UN-Women, to reduce the granting of waivers lowering the agreed cost-recovery rates and to provide an update on the steps taken in this regard, including on the application of waivers across their organizations, to the Executive Board at its annual session in 2019;

8. *Requests* UNDP and UNFPA, together with UNICEF and UN-Women, to review in a comprehensive manner cost-recovery rates, as part of the comprehensive proposal;

9. *Requests* UNDP and UNFPA, together with UNICEF and UN-Women, to present an assessment of the reasons why full cost recovery is not currently being achieved, as part of the comprehensive proposal.

7 September 2018

2018/22
Working methods of the Executive Board

The Executive Board

1. *Reaffirms* the rules of procedure of the Executive Board of UNDP, UNFPA and UNOPS;

2. *Takes note with appreciation* of the joint response prepared by the secretariats of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP to the 2018 joint meeting of the Executive Boards segment on working methods of the Executive Boards;

3. *Requests* UNDP, UNFPA and UNOPS to submit draft decisions at least two weeks prior to each session so that they are available at the pre-session, and strongly encourages the Bureau to appoint, at that time, the facilitators for the respective draft decisions, in full respect to equitable regional representation, and in this regard strongly encourages Member States to provide their comments on draft decisions, if possible, prior to the start of the session, with a view to starting informal consultations on the draft decisions on the first day of the session;

4. *Requests* UNDP, UNFPA and UNOPS and their membership to make efforts to start all meetings, informal consultations and negotiations on time and to ensure that meetings, informal consultations and negotiations are planned during United Nations working hours and avoid parallel consultations, to better facilitate the effective and constructive participation of all Member States in the work of the Board;

5. *Also requests* that the secretariat of the Executive Board of UNDP, UNFPA and UNOPS identify a set of common agenda items, together with UNICEF, UN-Women and WFP, with a view to harmonize the consideration of those agenda items with these agencies, beginning from the first regular session 2019 onwards;

6. *Further requests* the secretariat of the Executive Board of UNDP, UNFPA and UNOPS to develop, in consultation with UNICEF and UN-Women, a joint online calendar of all Board meetings, to be updated in real time and made available to the Executive Board;

7. *Requests* UNDP, UNFPA and UNOPS management to provide a written response to questions raised at informal consultations before the start of the following formal sessions;

8. *Requests* UNDP, UNFPA and UNOPS to continue to enhance documentation in order to make it more strategic and analytical, and to include best practices, actions being taken to address lessons learned, challenges and risks, building on the interactions with the Board, as appropriate;

9. *Requests* UNDP, UNFPA and UNOPS to further enhance accessibility and ensure that Executive Board document file names are clearly spelled out and indicate the documents' content, that these documents can be downloaded in their entirety by agency and that they include full text searchability;

10. *Requests* UNDP, UNFPA and UNOPS to engage with the Executive Board, and with UNICEF, UN-Women and WFP, on the efficient and effective implementation of the guidelines for Executive Board field visits and reporting requirements;

11. *Requests* UNDP, UNFPA and UNOPS and the Bureau to give due consideration to gender balance in panels for all meetings;

12. *Requests* the Bureau of UNDP, UNFPA and UNOPS, in collaboration with the bureaux of UNICEF, UN-Women and WFP, to launch a joint consultative process with Member States, starting at the first regular session 2019, with a view to examining the efficiency and quality of its current sessions, as well as the functions of the joint meeting of the Boards, building on the joint response prepared by the secretariats.

7 September 2018

2018/23
Overview of decisions adopted by the Executive Board at its second regular session 2018

The Executive Board

Recalls that during its second regular session 2018, it:

Item 1
Organizational matters

Adopted the agenda and approved the workplan for its second regular session 2018 (DP/2018/L.3);

Approved the report of the annual session 2018 (DP/2018/17);

Approved the tentative workplan for the first regular session 2019.

UNDP segment

Item 2
UNDP structured funding dialogue

Adopted decision 2018/16 on the UNDP structured funding dialogue.

Item 3
Gender at UNDP

Took note of the UNDP gender equality strategy, 2018-2021 (DP/2018/21).

Item 4
UNDP country programmes and related matters

Approved the following country programmes in accordance with decision 2014/7:

Africa: Benin (DP/DCP/BEN/3); Equatorial Guinea (DP/DCP/GNQ/3); Lesotho (DP/DCP/LSO/3); Namibia (DP/DCP/NAM/3); Senegal (DP/DCP/SEN/3); South Sudan (DP/DCP/SSD/3);

Asia and the Pacific: Bhutan (DP/DCP/BTN/2); Philippines (DP/DCP/PHL/3);

Arab States: Libya (DP/DCP/LBY/3);

Took note of the first one-year extensions of the country programmes of the country programmes for Cuba and Mexico from 1 January to 31 December 2019, already approved by the Administrator (DP/2018/22 and Corr.1);

Approved the second one-year extension of the country programme for Liberia from 1 January to 31 December 2019 (DP/2018/22 and Corr.1).

Item 5
Evaluation

Adopted decision 2018/17 on UNDP evaluation.

UNFPA segment

Item 6
UNFPA structured funding dialogue

Adopted decision 2018/18 on the UNFPA structured funding dialogue.

Item 7
UNFPA integrated budget, 2018-2021

Adopted decision 2018/19 on the revised UNFPA integrated budget, 2018-2021.

Item 8
UNFPA country programme and related matters

Approved the following country programmes, in accordance with decision 2014/7:

Africa: Benin (DP/FPA/CPD/BEN/9); Burundi (DP/FPA/CPD/BDI/8); Equatorial Guinea (DP/FPA/CPD/GNQ/7); Lesotho (DP/FPA/CPD/LSO/7); Malawi (DP/FPA/CPD/MWI/8); Namibia DP/FPA/CPD/NAM/6); Senegal (DP/FPA/CPD/SEN/8), South Sudan (DP/FPA/CPD/SSD/3), Togo (DP/FPA/CPD/TGO/7);

Arab States: Libya (DP/FPA/CPD/LBY/1);

Asia and the Pacific: Bhutan (DP/FPA/CPD/BTN/7); Philippines (DP/FPA/CPD/PHL/8);

Americas and the Caribbean: Ecuador (DP/FPA/CPD/ECU/7); Nicaragua (DP/FPA/CPD/NIC/9);

Took note of the first one-year extensions of the country programmes for Comoros, the Republic of the Congo and Mexico (DP/FPA/2018/11);

Approved the second one-year extensions of the country programmes for the Democratic Republic of the Congo and Liberia (DP/FPA/2018/11).

UNOPS segment

Item 9
United Nations Office for Project Services

Adopted decision 2018/20 on the United Nations Office for Project Services;

Took note of the UNOPS response to the Joint Inspection Unit review of management and administration in the United Nations Office for Project Services (DP/OPS/2018/6).

Joint segment

Item 10
Follow-up to UNAIDS Programme Coordinating Board meeting

Took note of the report on the implementation of the decisions and recommendations of the Programme Coordinating Board of the Joint United Nations Programme on HIV/AIDS (DP/2018/27 – DP/FPA/2018/12).

Item 11
Financial, budgetary and administrative matters

Adopted decision 2018/21 on the joint report on cost recovery.

Item 12
Working methods of the Executive Board

Adopted decision 2018/22 on the working methods of the Executive Board.

Item 13
Field visits

Took note of the report on the joint field visit of the Executive Boards of UNDP/UNFPA/UNOPS, UNICEF, UN-Women and WFP to Uganda (DP/FPA/OPS-ICEF-UNW-WFP/2018/CRP.1) and of the report on the Executive Board field visit to Haiti (DP/FPA/OPS/2018/CRP.1).

Item 14
Other matters

Heard a statement by the Chairperson of the UNDP/UNFPA/UNOPS/UN-Women Staff Council;

Also held the following briefings, informal consultations and special events:

UNDP

Briefing on the preliminary analysis of the financial and other implications of the United Nations development system reform for UNDP;

UNFPA

Briefing on the preliminary analysis of the financial and other implications of the United Nations development system reform for UNFPA;

Special briefing entitled "Women and girls first: putting gender-based violence in emergencies at the centre of humanitarian assistance in Asia and the Pacific region";

UNOPS

Briefing on the preliminary analysis of the financial and other implications of the United Nations development system reform for UNOPS.

7 September 2018

TENTATIVE WORKPLAN
EXECUTIVE BOARD OF UNDP, UNFPA and UNOPS
FIRST REGULAR SESSION 2019
(21 – 25 January 2019, New York)

Day/Date	*Time*	*Item*	*Subject*
Monday, 21 January	10 a.m.– 1 p.m.	1	ORGANIZATIONAL MATTERS • Adoption of the agenda and workplan for the session • Adoption of the report of the second regular session 2018 • Adoption of the annual workplan 2019 of the Executive Board **UNDP SEGMENT** INTERACTIVE DIALOGUE WITH THE ADMINISTRATOR
	3 – 5:45 p.m.		INTERACTIVE DIALOGUE WITH THE ADMINISTRATOR (cont'd)
	5:45 – 6 p.m.		*Informal consultations on draft decisions*
Tuesday, 22 January	10 a.m.– 1 p.m.	2	EVALUATION • Evaluation of UNDP support to least developed countries for poverty reduction, and management response • Report on the Independent Evaluation Office support to national evaluation capacity development
		3	COUNTRY PROGRAMMES AND RELATED MATTERS • Presentation and approval of country programme documents • Extensions of country programmes
	3– 5:30: p.m.	6	**UNOPS SEGMENT** STATEMENT BY THE EXECUTIVE DIRECTOR
	5:30 – 6 p.m.		*Informal consultations on draft decisions*
Wednesday, 23 January	10 a.m.– 1 p.m.		**UNFPA SEGMENT** STATEMENT BY THE EXECUTIVE DIRECTOR
	3 – 5:45 p.m.	4	STATEMENT BY THE EXECUTIVE DIRECTOR (cont'd) EVALUATION • Revised evaluation policy
	5:45 - 6p.m.		*Informal consultations on draft decisions*
Thursday, 24 January	10 a.m.–1 p.m.	5	COUNTRY PROGRAMMES AND RELATED MATTERS • Presentation and approval of country programme documents • Extensions of country programmes

Day/Date	*Time*	*Item*	*Subject*
Friday, 25 January	3 – 5:45 p.m.		**JOINT SEGMENT**
		7	RECOMMENDATIONS OF THE BOARD OF AUDITORS • Report of UNDP on the status of implementation of the recommendations of the Board of Auditors for 2017 • UNFPA report on the follow-up to the report of the United Nations Board of Auditors for 2017: Status of implementation of recommendations • Report of UNOPS on the status of implementation of the recommendations of the Board of Auditors for 2017
	5:45 – 6 p.m.		*Informal consultations on draft decisions*
	10 a.m. – 1 p.m.		**JOINT SEGMENT (cont'd)**
		8	UPDATE ON THE IMPLEMENTATION OF GENERAL ASSEMBLY RESOLUTION 72/279 ON REPOSITIONING OF THE UNITED NATIONS DEVELOPMENT SYSTEM
		9	WORKING METHODS OF THE EXECUTIVE BOARD
	3 – 6 p.m.	10	OTHER MATTERS • Adoption of pending decisions
		1	ORGANIZATIONAL MATTERS • Adoption of the tentative workplan for the annual session 2019